



Guideline / Template

ABCX AIRWAYS

Crisis Response Planning Manual

Part 1

EMERGENCY RESPONSE PLANNING

Volume 9

## Crisis Communications Plan



This series of guideline and guideline / template documents has been designed to provide a strong and well researched information framework upon which aircraft operators can build reliable and high quality emergency / crisis response plans, which will deliver should the unthinkable happen - **provided, as always**, that the operator has done its part in the entire building process of the plan and everything else which follows on, particularly training in and exercising of the plan

Aircraft operators wishing to use the guidelines and guideline / templates series to assist in the production (original or rewrite) of their own equivalent emergency / crisis response plans, have the complete flexibility of using as much or little of the provided information - as is desired

A significant advantage of using this documents series to prepare emergency / crisis plans is 'standardisation' - thus alleviating the potential difficulties of having as many different emergency response plans as there are aircraft operators and airports - which e.g. can make mutual emergency support operations between airlines (and airlines & airports) more problematic than they otherwise ought to be in the 21<sup>st</sup> century

[www.aviationemergencyresponseplan.com](http://www.aviationemergencyresponseplan.com) (Parent Website)



**PREAMBLE** - you are advised to read the following notes before proceeding further

**Note 1** - This is a '**guideline / template**' document, designed to assist you in the preparation & production of an aircraft operator emergency response plan (**ERP**) - with this particular document (Crisis Response Planning Manual [CRPM] Part 1 / Volume 9) dealing specifically with the subject of **crisis communications operations** - as related to a **catastrophic aircraft accident** type scenario

**Note 2** - There are two types of document in this CRPM series - you are reading one right now i.e. a 'guideline / template'. The other type is simply known as a 'guideline'

A '*guideline*' provides fairly comprehensive information & guidance on its specific subject area - but is not quite a true template for actual production of an emergency response plan (however, it can nonetheless be a very useful aid in the task - & should be used as such accordingly). Guidelines are generally used when the specific subject area of concern is too complex to be easily presented in the more comprehensive *guideline / template* version

Conversely, a **guideline / template**, if implemented as intended, should lead to the successful production of an associated airline emergency response plan - in the area of interest covered by the relevant 'subject specific' area of the selected template / guideline i.e. it is more of a true document template (in the accepted sense of the word)

Both types of document are produced as 'works of reference'. The reader hopefully appreciates that any work of reference needs to be comprehensive enough to deliver what is required - hence the comparatively large size of some of the documents in the 'guideline' and 'guideline / template' series. It is anticipated that larger / more complex aircraft operators etc. will need to account for / utilise the greater majority of subjects areas covered in these documents - whilst smaller / simpler operators may be able to 'mix, match, adapt & downsize' to a degree - as appropriate to their own circumstances

**Note 3** - Fictitious (scheduled) *passenger* airline '**ABCX Airways**' has been used to provide some 'context' throughout this document - and has been broadly based on a medium to large sized UK registered, headquartered & main based operator. ABCX Airways is an international carrier (includes USA destinations). It can be assumed to be well resourced and supported from an emergency response planning context (manpower, budget, facilities, top management approval & support etc.)

Whatever applies to ABCX Airways in this document may be regarded as being applicable, to a greater or lesser degree, to other (medium to large sized) *scheduled* passenger airlines worldwide (and most other passenger carrying airlines e.g. charter and lease operations) - with regard to emergency planning and response. However, there will always be differences - and it is for users to adequately account for them, when producing their own emergency plans - as based on any CRPM series guideline or guideline / template document



This document may be adapted for use as a guide by other aircraft operators (e.g. cargo / executive / VVIP / rotary etc.). However, appropriate differences should be accounted for

Non-UK registered and / or non-UK main based operators should interpret and adapt this guideline / template accordingly and as applicable to their own specific circumstances - but do remember that when operating into UK and / or the European Union, then some provisions documented herein may still be applicable / advisable e.g. those relating to humanitarian assistance

**Note 4** - Most terms and abbreviations used in this document are *generic* i.e. **not** specific to any particular airline, airport etc. Whilst many (such terms etc.) will be the same or very similar to those in actual (real / operational) use world-wide, the 'generic' use and nature of same in this document should always be accounted for accordingly i.e. when preparing **real** emergency plans based on this guideline / template - ensure that all generic terms are replaced with specific (**real / in-use**) terms (i.e. your own airline's / airport's actual [in-use] terms) - where appropriate

However, if you **are** able to adopt the terminology, acronyms etc. (+ associated concepts, practicalities) used herein in your own ERPs, this will assist in achieving a highly desirable degree of world-wide ERP standardisation amongst aircraft and airport operators

**Note 5** - An airline requires a suitably effective and efficient method of documenting, in detail, the requirements of its emergency response plan. A brief account of the method of documentation used in **this** series of guideline & guideline / template documents will be found on pages **17 - 19**. It is a well tried and proven system and it is recommended that airlines consider adopting same. If done, this will further strengthen the standardisation aspects of ERPs mentioned in Note 4

**Note 6**

### How to use this **Guideline / Template** (*Instructions*)

Information for preparation & production of a new or upgraded airline crisis communication plan (as based on **this** guideline / template) will typically be provided by:

- **'Written instruction'** - requiring already completed sections of the appropriate guideline / template document (pre-prepared generic material) to be simply 'copy & pasted' into the new or upgraded airline plan under preparation. Of course, the 'copy & pasted' material should then be altered (as required) to suit the specific requirements of the new or updated plan being worked upon .....

AND / OR

- **'Written instruction'** - requiring the person(s) working on the new or upgraded plan to research, obtain and insert appropriate information him / herself - almost certainly requiring some original thought, research, decision making (e.g. policy & budget), time and effort etc. (What we are referring to here is information which no 'generic' guideline / template such as this is able to adequately provide)



An **example** of how a typical ‘instruction’ might appear in the guideline / template documents series is shown below:

*Example Instruction x* -The front cover sheet for your own CRPM Part 1 / Volume **xx** will be found on the **next page** of *this* guideline / template document. You can simply ‘copy & paste’ it into the front (first page) of your own airline document

Remember to:

- \* Insert the name of your airline in the appropriate place
- \* Change or remove the logo (top left of header)
- \* Amend the rest of the ‘header & footer’ text to your own requirements - as required
- \* Insert any other required information / text

Such ‘written instructions’ plus any associated material to ‘copy & paste’ will typically be included within the specific guideline or guideline / template document as associated with the corresponding / required text, images, diagrams etc. of the new or upgraded airline plan under preparation. This means that for **each** new / upgraded document to be produced / so upgraded - there will be a **corresponding, separate** guideline (or guideline / template) document to refer to; ‘copy & paste’ from; take instruction from etc. i.e. ....

#### Crisis Response Planning Manual *Part 1* (Emergency Response Plan - **ERP**)

New / Upgraded Airline Plan under Preparation	Associated Guideline / G. Template Document
Volume 1	Volume 1*
Volume 2	Volume 2
Volume 3	Volume 3
Volume 4	Volume 4*
Volume 5	Volume 5
Volume 6	Volume 6
Volume 7	Volume 7*
Volume 8	Volume 8
Volume 9	Volume 9 - Crisis Communications Plan*
Volume 10	Volume 10

You are currently reading the document highlighted above in **yellow** (right hand side of above table).

Orange asterisked (\*) documents shown are **guideline / templates**. All others are guidelines

(Reminder - the document you are reading now is a ‘guideline / template’)



**Note 7** - This guideline / template is predicated on ABCX Airways being able to deploy significant resources (including manpower, budget & facilities) during a crisis response. This will obviously not be the case for some airlines etc. For the latter, this document should be *adapted & downsized* accordingly in the appropriate areas. It is acknowledged here that the latter might prove difficult to accomplish but should nevertheless be done to the best ability of the operator, commensurate with available resources

For Crisis Communications in particular it is often possible to **outsource** some element of the task to appropriately qualified, experienced and specialist (i.e. aviation) reputation / crisis communications consultants

**Note 8A**

- This original document (the '**work**') contains material protected under International and / or Federal and / or National Copyright Laws & Treaties. Unauthorised use of same is **prohibited**
- However, all & any entities & persons are licensed / authorised (by the copyright owner / original author) to use the **work** under the terms of something known as a 'creative commons licence'. (Follow the link below to see the *basic* terms of this licence in plain language [from there you can then also link to the 'legal' language version]):

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Note - 'attribution' means placing the following (below) text in the header (or some other prominent position e.g. the page after the title page / front cover) of all and any derivative document(s) (known as 'adaptations') - which you make at any time - as based on this work:

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- For any **other** use of the **work** (e.g. use *for commercial / for profit* purposes) - written permission is still required. Such permission can be requested from: [info@aviation-erp.com](mailto:info@aviation-erp.com)
- The copyright owner / original author agrees that the term 'commercial' (as used above) can be fairly interpreted as **not** applying to any use of this **work** as a template / guideline, where such use is made solely (only) for producing an emergency response plan or similar document - and where such use is solely (only) made by an entity (e.g. an airline) or a person(s) (in the employ of such entity) - for use by such entity **alone**
- If derived / adapted / changed versions (**adaptations**) of this **work** are made, then a statement to this effect must be placed in some appropriate, prominent position (e.g. the page after the title page / front cover) of all and any such derived / adapted / changed versions e.g.

**'.....This is an adaptation of [insert title / name of the work] by AERPS / MASTERAVCON / A WILLIAMS .....**

- If **adaptations** of this **work** are made, it is recommended that all images in the original are replaced and / or omitted in the adaptation. This is in order to avoid any potential infringement of image copyright, which the original work copyright owner / author might reasonably be unaware of



- Entities and persons intending to distribute this **work** and / or **adaptations** to other entities and persons, shall be responsible for ensuring that the terms, conditions etc. of this 'Note 8 A' and the associated 'creative commons licence' referred to above, are passed on in turn.

All entities and persons receiving such distributed versions shall then bound by these same terms and conditions

**Note 8B** - Any person / entity having reasonable cause to believe that his / her / its copyright has been infringed in this document (**work**) - should please email the author soonest, in order that the issue can be mutually and satisfactorily resolved, without undue delay - [info@aviation-erp.com](mailto:info@aviation-erp.com)

**Note 9** - Despite every care being taken in the preparation of this series of guideline & guideline / template documents, they will inevitably contain errors, omissions & oversights, incorrect assumptions, broken links etc. Users identifying same in this particular document (the one you are reading now) are requested to please email the author accordingly at: [info@aviation-erp.com](mailto:info@aviation-erp.com)

The information contained in this document is provided on an 'as is' basis, without warranty of any kind. Whilst reasonable care has been taken in the document's preparation, the author shall have no liability to any person or entity whatsoever - with respect to any loss, damage, injury or death etc. (howsoever caused - actual or allegedly - directly or indirectly) by use of such information

End of Preamble Section

**IMPORTANT** - Crisis related communications with / to / from surviving air accident **victims** (those who **had** been on board the accident flight) and their '**loved ones**' (i.e. associated [non-flying {had **not** been on board the accident flight}] family, relatives and friends - **FR**) **should** (as a major crisis communications strategy element) **take priority over all other forms of crisis communication** - unless **exceptional** circumstances dictate otherwise

The above / same also applies to any surviving '**ground victims**' and their associated **FR**

Accordingly, the accident airline's 'crisis communications team' should work closely and consistently with all other appropriate parties / agencies (internal and external) - which are providing humanitarian, welfare, financial, information and other assistance and support to such victims and their **FR** - in order to be able to effectively communicate such requirement (as per the paragraph immediately above) as the **PRIMARY** priority and (as a secondary priority only) to then address the 'needs' of the media and other interested parties

For definition of '**ground victim**' see highlighted text - page **193**

Actual (real) instructions for use in **this** guideline/template document start on the next page



#### Guideline - Instruction 1

The front cover sheet for *your own* CRPM Part 1 / Volume 1 will be found on the **next page** of *this* guideline / template document. You can simply 'copy & paste' it into the front (first page) of your own document

Remember to:

- \* Insert the name of your airline in the appropriate place
- \* Change or remove the logo (top left of header)
- \* Amend the rest of the 'header & footer' text to your own requirements - as required
- \* Make any other required changes as per your own (airline's) specific requirements



Insert your airline name here xxxxxxxx

## Crisis Response Planning Manual

### Part 1

## EMERGENCY RESPONSE PLAN

### Volume 9

Insert appropriate image here?

## Crisis Communications Plan

## Catastrophic Air Accident Type Scenario





Guideline - Instruction 2 / Production of 'introductory' & 'controlled document' type information

Instruction 2 covers pages 10 to 19 of *this* guidelines document. These pages can simply be 'copy & pasted' directly into your own draft plan - and then 'adjusted' (by yourself) where appropriate, to suit the particular requirements of your own airline / operation:

*For example* - you will need to replace the term 'ABCX Airways' (wherever it occurs)

*For example* - you will need to 'adjust' the 'contents list' shown on page 10 and the abbreviations list shown on page 13 of *this* document

*For example* - you will need to consider replacing any 'generic' terms and concepts used, with those specific to your airline / airport / operation / government / country etc.

However, if you *are* able to use the terms and concepts contained herein (in your own plan) - this will assist in establishing a degree of much needed global standardisation in aviation crisis response operations

..... etc.

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 2 to your own airline's specific purposes and circumstances*



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## Document Review & Approval

This document has been **reviewed** for adequacy by ABCX Airways 'Manager Public Relations', whose confirming signature appears below

(xxxxxxxxxxxxxxxxxx)

Insert effective date here

This document has been **approved** for adequacy by ABCX Airways 'Director Corporate Communications', whose confirming signature appears below

(xxxxxxxxxxxxxxxxxx)

Insert effective date here

## List of Effective Pages

Pages 1 through xxx - effective date (Insert effective date here)

Revision (Insert revision number here)

## Revision List (Insert appropriate information in box below)

Revision No	Date	By

This document is available to all employees, in electronic version, via \*\*\*\*\*  
(Insert path to ABCX Airways intranet and / or nominated company share-point site etc. here:  
.....)

Five (5) controlled document \* **hard copies** are also available at \*\*\*\*\*  
(Insert location(s) of hard copies here:  
.....)

\* Note - at least 2 hard copies shall be located / stored 'off-site' or equivalent - for business continuity purposes



## Revision Procedure

\*\*\*\*\* Manager shall be responsible for managing the revision process for this document

Changed (i.e. new, revised, deleted etc.) information will be indicated by a vertical bar to the right of the approximate area of the changed information, as demonstrated in **this** paragraph (the one you are reading now!) Additionally, all changed text will be highlighted in blue

Individual revision pages for this document will not be issued. When revisions are required, the **entire** document will be re-issued **electronically** (via the company intranet site - otherwise via a nominated company share-point site or similar), with the new revision(s) (since the previous version) having been already incorporated therein

Each new revision will be notified to **all** employees via a company-wide broadcast email message or similar / equivalent. **Additionally**, all **nominated** (specific) employees as stipulated in the CRPM (and / or other, relevant document) shall check the appropriate section of the company intranet / nominated share-point site (or similar) weekly to routinely check for such latest revision(s)

Nominated employees as per the above paragraph shall notify the \*\*\*\*\* Manager via email or similar - to **confirm** that they have studied the parts of the document affected by the appropriate revision, understood the consequences / implications / expectations of same - and have implemented / will implement whatever measures (if any) may be required of them specifically (by the revision) accordingly

\*\*\*\*\* Manager shall maintain a current and accurate list of all such nominated employees (as per above) and use this list to manage the referred to 'confirmations'

Revisions provided to **authorised external parties** shall be managed by direct email / similar methods

\*\*\*\*\* Manager shall maintain & retain appropriate records concerning relevant parts of the above

'Controlled' hard copy document revisions will simply require removal of the complete 'old' document from its cover - and insertion of the complete 'new' replacement. \*\*\*\*\* Manager shall be responsible for ensuring that this process is reliably achieved and that appropriate records are maintained and retained

## Distribution

See above



## Generic Acronyms used in this Guideline / Template

C4	(Emergency / Crisis related) Command, Control, Co-ordination and Communication Ops
CCC	Crisis Communications Centre
CCC-C	CCC Controller
CCP	Crisis Comms Plan
CCT	Crisis Comms Team
CD	Crisis Director (Person charged with <u>overall</u> airline crisis C4 - at the highest level)
CMC	Crisis Management Centre (highest level airline C4 facility - typically located at Airline HQ)
CPM	(ABCX Airways) - Crisis (Response) Planning Manager
CRPM	Crisis Response Planning Manual
CSU	Crisis Support Unit
ECC	Emergency (Telephone) Call / Contact /Information Centre
* ERP	(Aircraft Operator) Emergency Response Plan (the latter is part of the overall CRPM)
FAQs	Frequently Asked Question (+ Answers)
FR	Family, Relatives and Friends (of accident victims)
GHA	Ground Handling Agent
HAT	Humanitarian (Family) Assistance Team
HQ	Headquarters
IT/ICT	Information (Communications) Technology
LGT	Leader GO Team (person in overall charge of airline GO Team - reports to CD)
NOK	Next of Kin / Closest Relative / Equivalent Person
OCC	Airline's 'Operations Control Centre'
PR	Public Relations
SITREP	Situation Report

\* ERP - Note that the 'ERP' part of the parent CRPM (i.e. CRPM **Part 1** specifically) deals with 'catastrophic aircraft accident' type scenarios **only** - and does **not** cover e.g. aircraft incidents; operational disruption / business continuity; public health crises etc.



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### **EMERGENCY / CRISIS RESPONSE PLANNING - Definitions / Reference Material (Glossary)**

If not already done, users of this document are advised to read through (or otherwise 'refer to' as required) the associated (**separate document**) **glossary** before reading further. The latter can be found in our separate document:

<https://www.aviationemergencyresponseplan.com/information/>

When the above webpage opens, scroll down until you find the info article entitled:

\* **Information Article - Glossary of Terms - Aircraft Operator - Emergency Response Plan**

Click on the above title (**link**) to open said document and access the Glossary



### **ABCX Airways - Phone Home Scheme**

In the extremely unlikely event of one of our aircraft being involved in a major emergency and / or accident, the airline will activate an emergency telephone enquiry centre, to respond to calls from relatives and friends of those passengers and crew believed to have been on board the crisis flight (For a catastrophic & 'high profile' aircraft accident, more than 50,000 calls could feasibly be made to this 'Emergency Call Centre', during the first 24 hours post crisis occurrence)

If you are 'ABCX Airways' staff (or from a closely related organisation e.g. ABCX Group) and you are not directly involved with the crisis flight (i.e. you are neither a crew member nor passenger on the incident flight), you can be of great assistance at this time by participating in the '**Phone Home Scheme**' which works as follows:

On hearing news of an ABCX Airways major aircraft accident, **immediately** contact your own family, relatives and friends to let them know that **you** are **not** involved - and that you are safe and well

You should make these contacts from wherever in the world you happen to be 'at the time'

Ask your family, relatives and friends to pass on this information to others in turn, who might also need to be informed that you are not involved (as appropriate and also as quickly as possible)

Also ask everyone you contact **not** to call ABCX Airways or the ABCX Airways Emergency Call Centre **unless** the nature of the call is **most urgent**

If we all do the above promptly, thousands of unnecessary calls coming into our Emergency Call Centre will be prevented, thus releasing precious call centre capacity to deal with those most in need

The scheme is particularly applicable to our **crew** (pilots, cabin crew etc.) as they form a major part of the airline by number and, furthermore, the nature of their employment often means that families and friends (of crew) might not always know which flights they are operating and / or in which part of the world they might be located at any particular time

### **IMPORTANT NOTE**

If you **are** 'ABCX Airways' staff (or from a closely related organisation e.g. ABCX Parent Group) and **you are involved** (i.e. you were either a crew member, staff passenger etc. on the incident flight [including for duty travel and / or vacation purposes etc.]) - **then** (if able so to do) **you should also** 'phone home' as per above. You should **additionally** try to make contact with airline HQ (by whatever means possible) as soon as possible





**Practical use** (Concept) **of the 'ABCX Airways' Crisis Response Planning Manual** (CRPM)

The Crisis Response Planning Manual - CRPM Series of Documents

The CRPM is the 'master' document which regulates and guides **all** forms of emergency / crisis / contingency response activities by / within ABCX Airways

The CRPM is made up of **6** (**six**) separate **Parts** - each dealing with a specific type / aspect of emergency / crisis response ops + containing associated procedures, checklists, information, explanations etc.

The CRPM comprises:

CRPM Part 1	Catastrophic Aircraft Accident
CRPM Part 2	(Aircraft Related) Serious Incident / Significant Incident
CRPM Part 3	Aviation Business Continuity (Serious <b>Operational</b> Disruption)
CRPM Part 4	Public Health Crisis
CRPM Part 5	Reserved
CRPM Part 6	Training Manual

The document which you are now reading (CRPM Part 1 / **Volume 9**) is a component 'volume' of its parent **CRPM Part 1** (see next page)

Such component CRPM **Part 1** 'volumes' deal **exclusively (only) with the catastrophic aircraft accident type situation - and nothing else**

CRPM Part 1 (+ component 'volumes') - is (are) otherwise known herein by the alternative and commonly used term - '**Emergency Response Plan - ERP**'

The latter term is **never** used (except perhaps contextually and / or for cross- reference) by us when / if referring to any of CRPM Parts **2 to 6** - i.e. it relates to CRPM **Part 1 only**



As mentioned, CRPM 'Parts' can be further split down into '**Volumes**' - as required by the document owner, so as to make use of the / any particular 'Part' (in question) more effective and efficient - whilst also significantly **reducing the amount of information required to be studied / retained by prospective users**

For example we **further split** CRPM Part 1 (Catastrophic Aircraft Accident - ERP) into **10 separate volumes** as follows: (You are currently reading the 'volume' highlighted below by an arrow)

- Volume 1      **ERP** - Policy & Executive Overview
- Volume 2      **ERP** - Command, Control, Co-ordination & Communication (C4)
- Volume 3      **ERP** - Humanitarian Assistance Team
- Volume 4      **ERP** - Emergency (Telephone) Call / Contact / Information Centre
- Volume 5      **ERP** - GO-Team
- Volume 6      **ERP** - (Airline) Station Emergency Response Plan
- Volume 7      **ERP** - Crisis Support Units
- Volume 8      **ERP** - Integrated Crisis Response Planning (e.g. with alliance partners)
- Volume 9      **ERP** - **Crisis Communications** ←
- Volume 10     **ERP** - Emergency Response Exercises

#### Requirements for all designated users of the CRPM

All nominated ABCX Airways and other appropriate personnel needing to use the CRPM to prepare for and guide emergency / crisis response plans and associated actions **\*shall / should:**

- Acquire & retain an appropriate level of CRPM knowledge, commensurate with effectively & efficiently carrying out designated pre-preparation and actual response duties, as related to a major airline emergency / crisis
- Where appropriate - use the procedures, checklists, information, guidelines, templates & other appropriate content of the CRPM - to guide preparation of **separate** plans. The latter typically includes individual departmental / business unit plans, dealing with different aspects of emergency / crisis response, for which the specific department / business unit is directly accountable. (See '**Crisis Support Unit - CSU**' definition in our [separate document] **Glossary**)

All such 'separate' department / business unit *plans* shall be considered to be *subordinate documents of the parent CRPM on which they are based*

- Use the procedures, checklists, info + other appropriate content of the CRPM to guide **actual emergency / crisis response** ops 'on the day', during exercises and training etc.



\* Note - The word '**shall**' typically implies a **mandatory** requirement when used herein e.g. applies to nominated ABCX Airways staff

The term '**should**' implies a '**requested and / or recommended**' requirement e.g. typically applies to non-ABCX Airways crisis responders - who nonetheless are part of the airline's crisis response plan / response etc. - e.g. ABCX (Parent) Group; independent Ground Handling Agents; Third Party suppliers of specialist services etc.

The above requirements etc. have been endorsed by the Chairman (Chief Executive Officer etc.) ABCX Airways and are thus the authority, direction, instruction etc. - applicable to nominated airline employees - to undertake all appropriate and required action - as part of their designated emergency / crisis response roles, responsibilities and accountabilities

Such a 'system' as described above (pages 17 - 18) will **not** be viable / will **not** work - unless the associated 'people' (an airline's most important and valuable resource) are:

- Available in the required numbers / disciplines etc. to **adequately** operate 24 / 7 for long periods (e.g. 2 x 12 hour shifts per 24H assumed - possibly for up to several weeks)
- **Quickly** available e.g. less than 1 to 2 hours response time on a 24 / 7 / 365 basis (24H airline ops assumed here)
- **Reliably** available 24 / 7 / 365
- **Adequately** trained and exercised etc.
- **Capable** of rapid worldwide deployment (selected elements [i.e. via the airline's **GO Team**])

There are various ways which an airline can use to achieve the requirements listed above - **but, above all else, an airline should have such a system in place**, which works consistently and reliably - under all circumstances envisaged

**If** an airline does **not** have such a system in place, its chances of effectively / efficiently handling any type of major crisis / emergency will be severely impaired - if not impossible

Associated consequences can mean e.g. that (in extremis) 'the' involved airline might go out of business / close down permanently etc.



Guideline - Instruction **3** / Production of 'Purpose & Scope'

Instruction 3 covers page **21** of *this* guidelines document

You should adapt the following 'purpose and scope' to suit your own airline's specific requirements

*Reminder - you should now use common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 3** to your own airline's specific purposes and circumstances*



### ***Purpose and Scope of this Guideline / Template Document***

The **purpose** of this document is to provide a **framework** upon which a 'relevant / involved' airline can reliably build its own **Crisis Communications Plan**

Said framework may be regarded as being the potential 'bones' of that plan

However, it will be for the airline itself to undertake the (considerable) further / on-going work of putting the 'meat on said bones' which, if addressed adequately, should result in an acceptably effective and efficient crisis communications plan - tailored to the airline's specific requirements - and also 'in compliance with' what the 'world' might reasonably expect of same

The **scope** of this document provides a **foundation** level of information re airline **Crisis Communications Operations** - which any airline can / should develop further, so as to facilitate production of its own, equivalent plan

'Foundation Level' means that this document will, in general, **not** provide **detailed** procedures, processes, checklists etc. - except for some basic examples, in some cases

The informed reader will appreciate why the latter is so i.e. no generic guideline / template document (such as the one you are reading right now) can realistically provide for **all** variable circumstances **specific to** the crisis communications plan of any **particular** airline etc.



Guideline - Instruction **4** / Production of 'Chapter 1' (Introduction)

Instruction 4 covers pages **23** to **37** of **this** guideline / template document (the one you are reading now)

You should insert here **Chapter 1** of **your own** crisis communications plan. Do this by copy and pasting pages **23** to **37** into your own plan and then adapting same to your airline's own specific requirements / circumstances

Chapter **1.C** (page **36**) should ideally be a **single page** bullet point list of what your specific Corporate Communications / PR department etc. will be responsible for (roles, responsibilities, accountabilities etc.) – as set against the background of a catastrophic aircraft accident (**RED Alert**) type scenario

Adapt said bullet point list etc. (as appropriate) to suit the specific circumstances of your own airline

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 4** to your own airline's specific purposes and circumstances*

**MOST IMPORTANT** - getting Chapter **1C** right (100% complete, correct etc.) is a critical (foundation) element in preparing a 'fit for purpose' crisis communications plan - as all else follows on from same



## PREAMBLE - What is / are 'crisis communications'?

Some general definitions of the word '**crisis**':

- A time of intense difficulty or danger
- A time when difficult and / or important decisions need to be taken
- A critical event or point of decision which, if not handled in an appropriate and timely manner (or if not handled at all), may turn 'a situation' into a disaster or catastrophe
- A situation causing (actual or potential):
  - significant harm to persons and / or property
  - serious interruption to business activities
  - major adverse impact on brand / image / reputation
  - serious negative impact on financial worth
  - permanent cessation of operations (whatever they might be)
  - etc.

Some general definitions of the word '**communications**':

- The act of communicating
- The art and technique of using words effectively in order to impart information or ideas
- The field of study concerned with the transmission of information by all and any of the various means possible and / or available

A general definition of the term '**catastrophic aircraft accident**':

A precise definition is **not** preferred. However, it is unlikely that e.g. a passenger aircraft accident would be classified as 'catastrophic' / a 'disaster' etc. unless **relatively large** numbers of fatalities and / or very serious injuries were involved. For example, a **low number of fatalities** with **no other serious injuries to others** might <sup>\*</sup> not be termed 'catastrophic' in the context of **this particular definition** (+ the associated operational crisis response) - by the (airline etc.) operator of the accident aircraft

<sup>\*</sup> Whilst still clearly recognising that 'catastrophic' **would** be an apt categorisation for the small number of family, relatives and friends (FR) of said deceased in such circumstances - and the 'associated and appropriate operational crisis response' by the airline **must** of course accordingly (and **obviously**) account adequately for same

Similarly, major damage to an aircraft (even a 'write-off'), but with no associated deaths and / or serious injuries to the occupants **or** other persons, is not considered herein to be a 'catastrophic' aircraft accident i.e. for the purposes of **this** guideline / template

The appropriate (initial) decision as to what comprises a catastrophic aircraft accident should initially be made (in the greater majority of circumstances) 'on the day' - by the senior manager on duty at the accident airline's (flight) **operations control centre**

The imperative for a potentially immediate / maximum airline crisis response dictates that the latter manager etc. **MUST** be **PRE**-authorised and also appropriately trained / exercised etc. - in order / so as to make (and act on) the correct decisions autonomously / unilaterally (i.e. without consultation) and very quickly (in a timely manner)



A general definition of '**stakeholder**' as used herein is:

'..... A person / group / organisation / system etc. - who / which can affect (or be affected by) some other person(s) / organisation(s) etc. actions, objectives, policies etc. ....'

The more obvious stakeholders re airline ops include (list is not exhaustive) shareholders; clients; customers / passengers; suppliers; employees / staff; unions; regulators; governments; financial investors; banks; insurers; auditors; professional bodies, **the media** etc.

Less obvious stakeholders include competitors; the 'community' (permanent and transitory) in which the organisation operates; the 'environment' in which the organisation operates; associated critics / protest groups etc.

**Air accident victims and their associated** (*non-flying / not having been on board the accident flight etc.*) **family, relatives and friends (FR) are also stakeholders of course - (probably the most important of all) - for the purposes of the document being read here**

**Note:** Communications with employees / staff (**internal stakeholders**) are typically termed '**internal communications**'. All others are typically / logically termed '**external**'

From all of the above - and from an **airline** 'crisis response' perspective (*re the catastrophic aircraft accident type situation*) - we can now provide a reasonable definition of '**crisis communications**':

**DEFINITION: Crisis Communications** (in the / a '**Passenger Airline**' Context)

The art, science, learning, technique, preparation, exercising / drilling, implementation, distribution etc. of effective, efficient, expedient, accurate, consistent, co-ordinated, honest etc.

**communications** - by a relevant **air carrier / aircraft operator** (and / or the latter's accredited representative[s]) - with an appropriate stakeholder(s) (internal / external) ..... re a \* catastrophic aircraft accident type situation, involving one or more of said carrier / operator's aircraft ..... **and / or equivalent severity event**

\* Crisis Communications can relate to all types of major crises of course. However, in **this** guideline / template, the subject is typically referred to in the '**catastrophic aircraft accident**' type context **only**

Crisis comms should also be delivered of course with care, compassion etc. as appropriate - particularly when communicating with / about accident victims and / or with associated family, relatives and friends of same

Note: Whilst airline (as a stakeholder) dealings with the **media** are 'traditionally' (arguably) considered to be paramount when conducting crisis communications - **all** other stakeholders **must** also be given due consideration. This is **particularly important** when communicating with / about aircraft accident victims and their associated (non-flying / had not on board the accident flight) family, relatives and friends. See again (if necessary) the important note found on page **6**





*Deliberately Blank*



## FOREWORD - Crisis Communications

**This** guideline / template document aims to provide a 'general knowledge' level foundation concerning airline related 'crisis communications operations' - associated with the **catastrophic** (commercial / passenger) **aircraft accident** type scenario

It should be used by airline (and / or airline's parent group etc.) Corporate Comms / Public Relations (PR) departments (and any **associated / retained** PR Agencies; reputational consultants etc. world-wide) to assist in the production of a '**Crisis Communications Plan**' - designed to provide effective, efficient, expedient, accurate, consistent, co-ordinated and honest communications - with all of the accident airline's (actual and / or potential) internal and external stakeholders

A primary purpose here is mitigation of adverse impacts (re an associated crisis) on the airline's brand, image, reputation etc. Such mitigation should be accomplished honestly, ethically and with an appropriate degree of care, compassion etc. - circumstances 'on the day' so requiring / permitting

The ultimate aim, both in actual crisis response ops and in associated crisis comms tasks - is to do the best job possible for **ALL** concerned stakeholders (but particularly so for accident etc. victims and their associated [not having been on board the accident etc. flight] family, relatives and friends)

A direct 'spin-off' of so doing might be enhancement of relevant stakeholders' perceptions of how well 'the' involved airline(s) handled 'the' crisis overall - with associated 'knock-on' impacts (good and / or bad) on whatever that might mean for those so involved etc.

A related study on this subject matter ('**Protecting Value in the face of Mass Fatality Events**' - OXFORD METRICA; third report **2005** - link shown just below) indicates that a well handled crisis response can have positive, longer term financial implications for 'the airline involved' **BUT** - 'vice-versa' might also apply!

<http://oxfordmetrica.com/public/CMS/Files/601/04RepComKen.pdf>

There is also anecdotal information in general 'airline circulation' that even if a crisis is actually well handled operationally / practically by the associated airline etc. - **with the exception that the Crisis Comms element was not handled so well** (particularly re communicating with media stakeholders), the **overall assessment** of the entire response re issues such as brand, image and reputation - might be **perceived** as being well short of what it actually was in reality

Perhaps a more practical and accurate interpretation of the above is that an airline's overall crisis response effort is made up of various components of varying importance. There can be no doubt whatsoever, from hard, historical evidence, that 'crisis communications' is one of the more important (but not necessarily **the** most important) of said components

Accordingly, this document (you are reading it now) outlines the general, crisis comms type requirements used to guide all appropriate ABCX Airways staff (plus any contracted / associated [external] PR agencies and / or reputational consultants etc. worldwide - as relevant) responding to a catastrophic aircraft accident type crisis involving the airline - and / or, where appropriate, any partner airline (alliance; code-share; lease / charter; mutual emergency support etc.) involved



All airline etc. corporate communications / PR staff (plus contracted / associated PR agencies / reputational consultants etc.) need to be familiar (**excellent** working knowledge) with the contents / requirements of **this** document (i.e. the one being read right now!)

They must also be similarly familiar with the various roles / responsibilities which they will be required to perform - in the event of an actual, catastrophic aircraft accident (or similar impact crisis) - which directly (or indirectly in certain circumstances) involves ABCX Airways

The above paragraph also applies to **all** members of the airline's senior management team + any other airline staff etc. who also 'need to so know'

Furthermore, the world-wide, real time nature of ABCX Airways flight ops - means that 'crisis comms' must never be the sole responsibility of the 'professional / full-time' corporate comms / PR team at airline HQ. For example, such responsibility (to an appropriate, delegated [and closely controlled] degree) extends to all locations on the airline's network - and thus to pre-nominated (appropriately trained and exercised etc.) persons based / operating etc. at said locations

Accordingly, the airline's 'top manager' shall ensure that all such pre-nominated persons at all such locations are competent (appropriately trained), proficient (exercised) and adequately resourced etc. in / with regards to this matter

Lastly, all ABCX Airways Corporate Comms / PR staff etc. might be called upon to undertake tasks as outlined herein - which might potentially be outside of their normal business 'specialist' responsibilities / accountabilities. Whilst it is hoped that they will never be called upon so to do - each and every one has, nevertheless, a duty to be 100% prepared and to also act / react (for real) accordingly

#### Guideline - Instruction **4A**

The above 'FOREWORD' is to be signed / dated just below by the airline's most senior Corporate Communications / PR Manager (or equivalent accountable person)

..... Signature

..... Name

..... Designation / Grade / Rank



## Crisis Communications - Chapter 1A

### INTRODUCTION and OVERVIEW

To reiterate what has already been stated several times so far, adequate crisis communication(s) (i.e. effective, efficient, expedient, accurate, consistent, co-ordinated, honest [and caring / compassionate where so required]) is a major component of any airline's overall crisis /emergency response planning operation

It is said anecdotally that:

**'If an airline doesn't adequately manage its 'communications' during a major crisis (particularly re the media) - then no one will know how well the airline is actually handling the crisis itself'**

The PR (media) response to a major crisis will have significant impacts on how an airline 'recovers' (or not) post-crisis - as / because the agenda for what happens during and in the aftermath of same is now so easily set by 24H global media (and related) type communications and similar

**It is the responsibility of the ABCX Airways Corporate Communications / PR team to ensure that this does not happen**

Note - for the sake of brevity the term '**Crisis Comms Team - CCT**' will often be used throughout the remainder of this document, in place of the words 'ABCX Airways - Corporate Communications / PR team'

Note - for the vast majority of airlines, the CCT will typically comprise the **entire** Corporate Comms (PR department / business unit) - particularly if personnel / staff resources are minimal

The primary aim of the ABCX Airways CCT, in responding to a catastrophic aircraft accident type crisis, is to protect the airline's brand, image and reputation etc. - by ensuring that said airline is perceived (**and actually is**) as handling the incident with the required control, competence, care, compassion, honesty, speed etc. This might best be achieved by for example:

- Competently, quickly etc. providing / updating accurate, authoritative and appropriate levels of information to the media, employees, victims and latters' family, relatives and friends (FR) - together with other appropriate 'stakeholders' ..... e.g.
  - Be fast, open, accurate and honest with information etc. (and / or lack of same)
  - Generally speaking - 'always put accident victims (and / or their FR) first'
  - Anticipate what the media (and similar) are going to say - and act on it
  - Anticipate what the media (and similar) are going to want - and act on it
  - Anticipate what the media (and similar) are going to do - and act on it ..... etc.
- Providing PR advice to colleagues within the airline (and those associated closely with the airline e.g. contracted / associated PR Agents; airline reps [e.g. GHAs] at airports etc.), to assist them in the overall handling of the incident / issue etc.
- Providing an **initial** (holding) **press release** as soon as possible post crisis occurrence - **definitely within one hour or less**



- Adopting an **attitude** of **zero** response time. That is, there should only be a short time period between a catastrophic aircraft accident occurrence and the initial media response.

Note: With the 'state and speed' etc. of the media today it is reasonable to assume that they (the media), the public etc. - might become aware of 'the' crisis **before** the airline itself

Following transmission of the **initial** (holding) press release, **updated** releases should be subsequently prepared and distributed at regular intervals - e.g. issued around every hour or two (and possibly shorter intervals) during the early phase of any major crisis

**Press conferences** will typically be arranged jointly (if appropriate and depending on where the crisis has taken place) with e.g. relevant airport authorities, ground handling agent, police, other emergency services, government level agencies etc. - with the aim of having the first such conference within **two to three hours** of actual crisis occurrence - or sooner if possible

The airline may need to hold the first press conference alone if other parties involved are not yet in a position to participate at that same time. However, such parties should at least be pre-consulted prior to such action, if possible / practicable so to do

Where / when appropriate (i.e. as required), at least one member of the CCT (possibly more depending on circumstances 'on the day') should deploy as part of any ABCX Airways '**Go Team**' - being responsible for overseeing the airline's 'local' (on-site) crisis comms response operations at / near to the GO Team's operational destination - as relevant 'on the day'

Suitably trained and selected company **spokespersons**, of sufficient seniority / experience + the appropriate 'skills' etc. - will typically be the 'face and voice' of the airline at 'home country' press conferences; media interviews; public meetings etc. - generally (but not always) based on the principle of 'the more serious the crisis, the more senior the spokesperson'. A separate (similarly trained / selected) spokesperson should deploy as part of any airline **GO Team**

**Media interviews** (via TV, radio, telephone, social media etc.) should be arranged on an 'as required / as requested' basis

It should be clearly understood that media and public interest in an ABCX Airways catastrophic aircraft accident will typically be global i.e. not just limited to the country (countries) where airline headquarters and / or the accident site etc. are located

A vital contribution to successful crisis comms will be **pre**-acquisition and effective use of the internet and similar 'modern / up to date / current' technologies

Following a catastrophic aircraft accident, the normal ABCX Airways website(s) will probably be converted to a pre-planned / pre-prepared '**Dark Site**'. This site will be constantly updated with e.g.

- The latest press releases
- Essential information for public and (separately) media use in contacting the airline
- A selection of 'fast facts' sheets, FAQs etc.

The use of '**social media**' etc. is today a vital 'weapon' in the Crisis Communications 'arsenal'

**Airlines ignore it at their peril!**



## DEFINITION - **Dark Site**

A **dark site** is typically part of a 'crisis communications strategy' (see 'definition' of latter - page [37](#)), used by appropriate organisations (including airlines) - whereby a purpose built (and / or adapted) and largely pre-prepared (but typically **unpublished**) 'crisis information' **web site** is 'stored' - until such time as it is required to be promoted to the live web, typically in the aftermath of a major crisis

Dark sites are usually developed for areas of known risk or vulnerability to an organisation e.g. for an airline, a dark site might be used as part of the crisis comms response to a 'catastrophic **aircraft accident**' type scenario; for better management of extreme **operational disruption** etc.

Airlines particularly use dark sites for the provision of timely and accurate information to those directly and / or indirectly affected by the crisis (typically accident **victims** for the former - and their associated (non-flying) **family, relatives and friends** for the latter) and, of course, to the media and public in general

In addition to dark site versions being published in the 'home language' of the 'crisis' airline, consideration should be given to also using appropriate languages related to the (main) target audience(s) of the dark site e.g. for the (real) Air France fatal accident in the Atlantic off Brazil ([AF 447](#) - 31 May / 01 June 2009) the numerical mix of nationalities actually on board would have typically required dark site information presented in **at least French, Portuguese, German & English!**

Much (but not all) of the information published to a typical airline dark site post-crisis can only be prepared and added in the shorter terms - i.e. just before release to the live site (e.g. the passenger and crew lists). However, information e.g. relating to technical details of an aircraft type involved in an accident and similar can (and should) be **pre-prepared** - and thus be immediately available to insert into the dark site, as required (e.g. as part of 'fast facts' / FAQs)

Note that an airline's '**normal business**' website(s) should ideally still be accessible in some way, shape or form during concurrent 'Dark Site' ops. This is often accomplished by clicking on an appropriately labelled and relevant (live) link shown somewhere on the Dark Site webpage itself - or some-such similar arrangement

As a mark of respect to crisis victims and others adversely involved, dark sites typically contain zero, / minimal branding; have no advertising; use a plain, grey (or similar colour) background (hence the term 'dark site') etc.

For more information on dark site type crisis communications - see Appendix [C](#) (page [129](#))



## DEFINITION - **Social Media**

Some of the better known Social Media sites are 'Twitter (now known as 'X') and 'Facebook'. There are many more

The use of Social Media has rapidly augmented use of the 'dark site' as one of the primary tools for '**pushing**' (sending / transmitting / publicising etc.) crisis comms by an organisation (airlines in this case) 'in crisis'

It can also be used as a supplementary tool to **respond to public** type enquiries ('**pulled** [received]') at time of crisis (i.e. supplementing [**but never replacing**] an airline's 'emergency [telephone] call / contact / information centre' [ECC])

Whilst crisis response use of Social Media should be considered a powerful, economical and essential tool - its misuse can have adverse impacts on the various aspects of any crisis communications operation (which it is actually meant to enhance of course)

For example, if used to respond to **public** enquiries, it is imperative that enough competent and exercised 'operators' (real people) man the associated Social Media function, so that meaningful 'information exchange' takes place without undue delay. This can be very 'manpower intensive' at a time when such trained / exercised resources will almost certainly be scarce / non-existent

Again, if used to respond to **public** enquiries, it is imperative that an effective, efficient and consistent (cohesive / co-ordinated) data exchange system operates between the Social Media function and those of **other** information gathering / dissemination entities **within the airline** - e.g. the emergency (telephone) call centre, the crisis command and control centre, the dark site etc.

Similar considerations to the above apply to e.g. the 'accident airline' using Social Media for crisis comms purposes - directly with the '**media**'

Lastly, have another look at the language requirements / considerations for the '**dark site**' example shown on the previous page. Similar will apply to '**social media**' type communications

For more information on social media type crisis communications - see Appendix **D11** (page **158**)

**WARNING** - *Social networking / media aspects of crisis communications must now be considered a **VITAL** (repeat - **VITAL**) element of an airline's overall 'crisis communications strategy'*

You might also find the info (at the end of the link below) useful:

<https://www.mrs.org.uk/pdf/iceland.pdf>



### More points for consideration:

- During the early stages of a major crisis the media will tend to fill any 'information vacuum' using their own 'resources' - even if this means straying somewhat from the truth / reality! This must not be allowed to happen!
- If 'we' get things wrong, then 'we' **MUST** admit it without delay. The media will 'find out' sooner or later anyway and it will help our credibility if we have advised them accordingly, before someone else does. If the media think we are hiding information, they will typically do everything possible to find out what it is - and might then use it against 'us'
- We must constantly keep in mind that we are not the only people trying to influence the media - there will be other 'interested parties' also wanting to get their messages across e.g. airframe and engine manufacturers, lawyers, politicians, families and family rights groups, aviation 'experts' - even sovereign 'countries'!
- We cannot allow ourselves to become diverted by 'speculation'. During a crisis, there will always be speculation BUT - **we** must ensure that **we** provide only facts
- As mentioned, if we 'don't know' - we must say so 'up front' and in good time. But we also need to stress that we will endeavour to find speedy answers to '*what it is that we don't know*'
- Internal (employee / staff) communications are just as important as external comms - as uncertainty within a company can 'paralyse' it. The CCT is responsible, in conjunction with appropriate ABCX Airways Crisis Support Units (e.g. Flight Operations; Cabin Crew; HR), for accurate, speedy, reliable and co-ordinated **internal** communications

Concurrent with crisis response ops, the majority of the airline's flight network will / might still be operating 'normally' - and thus employees / staff / agents etc. world-wide will be facing questions from passengers and other interested parties - e.g. travel agents, airport based airline representatives (such as GHAs) etc. (and probably from the local media also). It is thus essential that **internal** comms are kept as **up to date and co-ordinated with consistent information** - as those provided to the media / externally

Specialist airline personnel, e.g. pilots and cabin crew, may be concerned about their own safety operating an aircraft similar to the one involved in 'the' accident - and may consequently need specific briefings and support. Where appropriate (e.g. at the accident airport) our airline reps (e.g. ground handling operators etc.) must also be included in our internal communications efforts

- It is vital that all employees / staff (from the airline's top manager down to the 'tea boy') clearly understand that only a very small number of nominated persons within the airline are trained and authorised to speak to or otherwise communicate with the media. This applies at any time - but particularly so during a major crisis response

Those so trained and authorised include e.g. any / all of the appointed airline spokesperson(s); nominated members of the CCT; nominated airline Country / Area / Regional managers and, as appropriate, nominated third party PR agencies and / or 'reputation experts' - under contract to the accident airline





All of the above should have attended appropriate courses of initial and recurrent training (and also be currently 'exercised') and / or have an appropriate, current professional qualification and / or have appropriate, current and acceptable experience of 'what is required'

In extremis, the Leader GO Team and nominated ABCX Airways country / station managers etc. *may* be authorised to speak to the media - typically under circumstances strictly controlled by the Crisis Management Centre / Crisis Communications Centre at airline HQ

ABCX Airways employees / staff members etc. approached by the media for comment on a related crisis - should politely refer them (the media) to any of the above, as appropriate. To ensure that this is done (and done correctly) the airline runs regular information campaigns on the subject - which will be intensified during actual, crisis response ops

- An airline's legal department is an integral component of crisis communications - from the viewpoint of 'legally' advising on and clearing all written communications *before* release

Same applies (insofar as is practicable) for other forms of crisis comms e.g. the drafts and agenda of spokespersons' briefings (prior to e.g. giving a press conference or TV interview etc.) should be similarly scrutinised

*However, a conflict could (and often does) arise between the prudence of saying as little as possible from a legal viewpoint - and the professional inclination of PR people to do the opposite.* There will always be some form of 'ideal' compromise solution (depending on actual circumstances 'on the day' of course) to such situation - and appropriate policy, joint training and exercising etc. - combined with effective leadership - should assist in ensuring that the correct (most beneficial) compromise is chosen 'on the day'

**THE IMPORTANCE OF THIS 'UNDERSTANDING' BY THE AIRLINE'S CRISIS COMMUNICATIONS AND LEGAL TEAMS *CANNOT BE OVERSTATED***

- **The crisis communications roles / responsibilities as shown in this plan are clear. Official job titles, descriptions etc. should be flexibly interpreted and applied, as the external world will typically not care who anyone is / what they do during 'normal' business!**
- ..... and lastly, remember above all the value of the media in *assisting* an 'accident' airline with many aspects of its crisis comms task e.g. from very quickly getting essential info to targeted recipients (such as family, relatives and friends of accident victims) - to contributing to the preservation of the brand, image and reputation (of the airline) via positive reporting, (IF [in the eyes of the media at least] such credit is due of course)

Provided that an airline is competent in its crisis response efforts and deals effectively, efficiently, expeditiously, accurately, consistently, honestly etc. with the media - then the latter (media) might be regarded as a *positive asset* rather than the 'traditional', negative role. Of course, get it wrong and the power of the media is such that even the viability of an airline to 'exist' can be (and actually has been in the past) severely impaired



## Crisis Communications - Chapter 1B

### Crisis Comms in 2 Easy Pages!

Whilst this guideline / template will provide much of the necessary guidance in the required detail for producing a 'fit for purpose' Crisis Communications Plan (CCP), it can all actually be 'roughly' summed up in just two pages. Note that **most** steps below require / involve **pre-preparation**:

- I. Whilst the first step might seem to be the need to produce a written Crisis Comms Plan - **we actually need 'people' first**. People who can brainstorm what the CCP should cover (scope); write it; review it; rewrite it; obtain consultation / feedback on it; resource and budget it; get top management approval for it; produce the final version; distribute and publicise it; train it, exercise it; maintain it; review it; champion it etc. These same people will also almost certainly implement and operate said plan, in response to a real crisis

In **this** guideline / template, the 'people' referred to above are assumed to be drawn primarily from the ABCX Airways Corporate Comms / PR Department - as supplemented by external (3<sup>rd</sup> party) crisis comms subject matter experts, **if** so required

- II. The next step requires **production of the plan itself** - along the lines of the sequence already documented immediately above
- III. Thirdly, **train and exercise** all concerned in using the completed CCP in their various crisis response functions. An associated **recurrent** (refresher) training and ongoing **exercise** system must also be implemented. Documented records of same must be maintained
- IV. **Whilst all of the above is going on** - identify and put together a **team of senior or otherwise 'appropriate' managers to carry out the role of 'airline spokesperson'** at time of relevant crisis. Arrange appropriate training (initial and recurrent) and an exercise programme (ongoing) accordingly

It is desirable that the airline's top 3 managers be part of this team. However, subordinate staff with appropriate 'attitude, ability and capabilities' should also be considered. Training for same might best be delivered by external 'professional / expert' third parties e.g. reputation consultants

**Note:** - Such spokespersons are not just needed for press statements / conferences etc. - but also for many other types of face to face crisis comms e.g. 'on-camera / TV' interviews, radio interviews, telephone interviews, internal comms briefings, other stakeholder comms, at public and employee meetings etc.

- V. **Whilst all of the above is going on** - procure, set up, document, train-in and test (exercise) an **internal 'alerting and activation'** system for the CCT
- VI. **Whilst all of the above is going on** - identify and document all **potential stakeholders** (individually and / or by group) together with associated **full contact information** (i.e. consider every possible method of contacting same). Then come up with a fool-proof method of keeping said list current. Remember that the 'media' is a stakeholder - as are employees / staff



VII. **Whilst all of the above is going on** - establish suitable **'notification systems'** - permitting / facilitating rapid /reliable comms with appropriate stakeholders, during crisis response ops

VIII. **Whilst all of the above is going on** - the entire CCT should be brought together at fairly frequent intervals in order to **brainstorm the types of potential crisis comms problems** which might feasibly arise during an actual catastrophic aircraft accident crisis response

Once done - they should then further **brainstorm the associated solutions and / or mitigations** (including appropriate strategies and key messages etc.), designate who will respond to them and how - and document same accordingly e.g. in the CCP (typically in the 'procedures' and / or 'checklist' section[s])

Where no acceptable solution to a particular problem is apparent (this will be rare) - clearly document same in the CCP and also bring it to the attention of top management. This then becomes a **'risk management'** problem - and that is a whole, different story!

IX. **Whilst all of the above is going on** - develop / document suitable and appropriate **'holding'** (and the next two or three subsequent) **Press Release templates** - fit for near immediate and / or rapid issue following declaration of a major crisis

Such templates **must** be developed **in advance** - for use in a wide range of scenario types to which the airline is perceived vulnerable & based on the assessment conducted as per Step **VIII** above. An example of a typical airline **holding** (first) press release might be as simple as:

Date: [insert]

Time: [insert]

Press Release No: [insert]

**A possible incident has been reported today (date) involving Flight AB xxx from (departure airport) to (destination airport). We have activated our / ABCX Airways emergency response procedures as a precaution. Our primary concern right now is for all on board this flight and their (non-flying) families, relatives and friends**

More information will be released ASAP - see also [www.abcxairways.com](http://www.abcxairways.com) +



Templates for **subsequent** press releases should also be **pre-prepared** where thought prudent / possible. The CCT should regularly review same to determine if they require revision and / or whether press releases for other scenarios should also be developed

X. Pre-plan and resource accordingly for effective/ efficient 'emergency related' use of the **company website** and similar **dark site, social media etc.** operations)

XI. During **actual** crisis response ops - select / formulate an appropriate **crisis comms strategy**; implement it; assess and continually re-assess it and use the CCP and said strategy (see page **37**) to **guide** the appropriate response

**Note well that the CCP must only ever be considered as a guide to an 'appropriate response'. It can never make up for associated human leadership, flexibility, initiative, common sense, logic, knowledge, experience etc. - all of which (and more) will be critical to successful outcomes 'on the day'**



## Crisis Communications - Chapter 1C

Corporate Comms / PR Department - **CSUs** and **CCTs** (see 'Note1' on next page)

### Bullet-point Summary of Main Roles / Responsibilities

#### **GENERAL** i.e. pre-planning

- 24H capability to take / react to **Red Alert** (catastrophic aircraft accident) situation
- Establish own **internal** crisis alerting and activation system
- Prepare, document and maintain required Crisis Communications Plan(s) (CCP)
- Resource (incl. 'people'), establish and equip a 'fit for purpose' Crisis Comms Centre
- Establish a pool of (appropriately trained and exercised) airline spokespersons
- Prepare / maintain a 'Crisis Contacts Directory' covering **all** appropriate stakeholders
- Develop templates for press releases/statements/sympathy/condolence letters etc.
- **Pre**-prepare appropriate 'fast facts' and FAQs
- Ensure viability, stability, capacity etc. of web servers to be used for 'dark site' ops
- Establish a 'social media' capability e.g. TWITTER (now 'X'); FACEBOOK etc.
- Establish a 'trained volunteer' pool to man airline's 'Press Office' call centre functions
- Establish a 'trained volunteer' pool to man airline's 'social media' functions
- Train / exercise in the appropriate procedures, checklists etc. contained in the CCP
- Identify / apply 'lessons learned' post exercises and actual crises

#### **SPECIFIC** - During **actual** crisis response ops + exercises, drills etc.

- Activate the Crisis Communications Team, Crisis Communications Centre etc.
- Invoke the Crisis Communications Plan
- Deploy Crisis Communications Controller to Crisis **Management** Centre (CMC)
- Provide expert advice and support to the Crisis Director, CMC team etc.
- Provide ICT (internet / comms etc. technology) support for Crisis Comms Centre
- Initiate / maintain press release writing (+ other, similar communications) tasks
- Initiate, maintain, prioritise comms with 'victims' + their 'family, relatives & friends' etc.
- Initiate and maintain **external** (media type) communications - including operation of a 'press office' to liaise with the media etc.
- Initiate & maintain **internal** communications
- Initiate & manage **on-line content** (including activation / use of dark site)
- Initiate & manage **social media** etc. communications
- Ensure **strict co-ordination & consistency** across all types of crisis comms
- Provide media / press / on-line monitoring function
- Provide TV, radio, social media bid functions
- Provide, advise and support airline spokesperson(s)
- Contribute specialist manpower to GO Team (as appropriate)
- Deploy & direct use of contracted third parties e.g. PR agents; reputation experts etc.
- Arrange for translation / interpretation services - as required
- Provide / maintain admin support to Crisis **Communications** Centre
- Maintain log of events throughout crisis (applies to **each** appropriate section of CCT) etc.



**Note 1** - 'CCT' = Crisis Communications Team (already discussed earlier in this document)  
'CSU' = Crisis Support Unit (see Chapter 2A - page 39)

**Note 2** - Amongst many other things - the Crisis Communications Plan should always include:

- A pre-prepared **\* crisis communications strategy / strategies** based on the most likely known threats / risks etc. (\* see definition further below)
- Pre-prepared **\*\* key messages** based on the most likely known threats / risks (\*\* see note 1 to appendix D12 of this guideline / template document [page 168])
- Appropriate pre-prepared templates for press releases / statements / sympathy and condolence letters etc.
- A current and comprehensive list of potential FAQs / Fast Facts
- A current and 'fully fit for purpose' crisis contacts directory

#### Definition - Crisis Communications Strategy

The above strategy (high level plan) is developed to provide 'high level' guidance / direction to an airline's crisis comms efforts. When formulating such strategy, consider / respond to the following issues - as appropriate:

- \* **What do you want 'people' to know?**
- \* **Which audiences are being targeted?**
- \* **How do you intend to communicate the necessary guidance / direction etc.?**
- \* **When does said guidance etc. need to 'get out' (be delivered)?**

Some essential 'tools' for use in the above task include:

- \* **Key messages**
- \* **Pre-prepared questions and answers**
- \* **Press releases / statements** (some can be formulated using *pre-prepared* templates)
- \* **A practical timeline of what should be done, when, in what order and by whom**

It is advisable to base (and produce) a series of **pre-prepared** crisis comms strategies re the most likely '**worst case crisis scenarios**' envisaged by the airline to be viable e.g. those in which public / media interest (and similar) will be high - with commensurate risk to 'brand, image and reputation' etc. if not handled effectively, efficiently, competently, compassionately etc.

Such scenarios **must** include primarily the 'catastrophic aircraft accident' type situation - but might also address e.g. a major public health related crisis (e.g. the 2020 - 2022 COVID-19 pandemic); a disastrous business continuity issue (e.g. the volcanic ash crisis in N Europe of 2010) etc.

During **actual** crisis response ops an appropriate, pre-prepared strategy / strategies might be used / adapted - if considered suitable. Alternatively, it might be necessary to create a 'new' strategy from the ground up - based on actual circumstances 'on the day'. The (March 2014) disappearance of Malaysian Airlines flight **MH 370** is a good example of where this latter might have applied - as no one could have ever logically / feasibly come up with such a scenario, in advance



Guideline - Instruction 5 / Production of Chapter 2

### CSU - Crisis Support Units

Instruction 5 covers pages 39 to 42 of *this* guideline / template

Prepare and insert a 'Chapter 2' for your own, specific crisis support unit's 'crisis communications plan'. Do this by copy and pasting (into said **CSU** plan) the Chapter 2 info found on the next 4 pages - adapting same accordingly so as to be aligned with **your own** airline's (departments / business units etc.) specific requirements

Also research, document, complete and insert the required information for the page 41 table

It is important to include mobile / cell / smart etc. phone and home (residence) telephone / contact information (with the appropriate person's permission for *home* and *personal* details etc. mobile phones). Such data should be protected accordingly in accordance with appropriate data protection requirements - and used only for the intended purpose, as agreed with the person providing the data

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 5** to your own airline's specific purposes and circumstances*



## Crisis Communications - Chapter 2A

### ABCX Airways Corporate Communications / PR Department - Crisis Support Unit Concept

Take a look at the following definitions:

#### Crisis Support Unit (CSU)

Nominated elements of ABCX Airways departments / business units (generally [but not always] airline HQ based), having identified and direct and / or indirect roles to play (relating to that department's / business's unit's '**normal**' work roles, responsibilities and accountabilities) **when** responding to a catastrophic aircraft accident - or similar impact crisis

All CSUs should provide a 'rotating' (crisis response trained, exercised and competent) person (contactable 24H or 'as required') - for **potential** crisis response duties and / or related specialist advice as **related to that particular CSU**. For the appropriate 'contactable period' assigned (suggested as weekly for 24H ops airlines) the incumbent(s) should be:

- contactable by telephone 24 / 7 / 365 (mobile phone & / or landline [office & / or home])
- know what to do when contacted / alerted
- be in a fit state to do what is required (or pre-appoint a CSU substitute if indisposed)
- be located within a **reasonable** travelling time of CSU's reporting location - and / or wherever the particular CSU's crisis response duties need to be enacted

Note: The term 'reasonable' is not defined but should be interpreted logically / sensibly - accounting e.g. for the prevailing traffic / road conditions at various times of the year. Guidance would suggest that '**within 1-2 hours normal travelling time absolute maximum**' might be an appropriate timeframe

#### CSU Representative / Alternate Rep(s)

A suitable person(s) - appointed by a department / business unit Head / equivalent person - charged with origination, implementation, maintenance, review and training in / exercising of that specific department's / unit's own CSU Emergency Response Plan (ERP)

Note: The Corporate Communications / PR Department CSU's *equivalent* name / title for **its own** ERP is:

#### 'Crisis Communications Plan' - (CRPM Part 1 / Volume 9)

The person(s) appointed as per above shall be (will become) department / business unit "expert(s)" on all crisis response matters concerning same - and will serve as the primary departmental / business unit rep / link with the ABCX Airways Crisis (Response) Planning Manager (CPM)





A **minimum** of one alternate (back-up) rep (to the primary CSU rep) should be appointed (manpower permitting). More may be appointed if so desired / practicable / available and, if done, will positively assist with the acquisition of knowledge (re crisis response etc.) and spread of workload and responsibilities within the CSU - i.e. and in general, the more 'alternate reps' there are, the better'

Key Accountabilities for the **Corporate Comms / PR CSU** (Crisis Comms Team - CCT) Rep include:

- Act as CSU prime liaison with the airline's Crisis Response (Emergency) Planning Manager
- Ensure department/business unit's Crisis Comms Plan is produced, implemented, maintained etc.
- Establish / maintain own department/business unit's *internal* alerting and activation system
- Ensure that CSU's 'contactable' (on-call) requirements are reliably met 24 / 7 / 365
- Attain 'expert' status on all relevant crisis response matters concerning the CSU / CCT
- Establish and maintain an initial and recurrent CSU / CCT training programme
- Establish and maintain a system to validate / test CSU / CCT crisis response plans (exercises)
- Maintain documented records and reports - especially concerning training & exercises
- Provide expert input into CCT's response during **actual** emergency ops, exercises etc.
- Identify and apply 'lessons learned' following actual crisis, exercises etc.

**Note:**

The primary role of the Corporate Communications / PR CSU (Crisis Communications Team - CCT) is to fully **pre-prepare** the department / business unit for crisis / emergency response duties - i.e. implementing (and / or arranging for same) all of the 'GENERAL' (pre-planning) bullet point listed items as per page 36

**DO NOT CONFUSE THE CSU WITH THE CRISIS COMMUNICATIONS TEAM.** *Pedantically* the former operates in **PRE-preparation** for a crisis, whilst the latter generally forms and operates **DURING** actual crisis response ops

However, it is logical (and probably necessary e.g. due lack of manpower) in many airlines for Corp Comms / PR CSU staff to **also / additionally** take on key CCT roles and responsibilities during **actual** crisis response ops. The latter should thus be planned for accordingly, as appropriate (again, there will be little or no choice in this matter for airlines with limited manpower resources)

Accordingly, the terms 'Corporate Communications / PR Crisis Support Unit' and 'Crisis Communications Team' as used in **this** guideline / template document (the one you are reading right now) may be generally understood as 'meaning the same thing' - **unless specifically stated otherwise**

Chapter 2B (next page) of the ABCX Airways Crisis Communications Plan is where you will find more information re the staff / personnel who make up the 'Corporate Communications / PR CSU'





## Crisis Communications - Chapter 2B

### ABCX Airways Corporate Communications / PR Department - CSU - **Nominated Reps**

- *Insert here* details of the **CSU's Head of Department / Business Unit** (Title; name; mobile, office and home telephone numbers; Email; Social Media etc.)
  
- *Insert here* details of the **Primary CSU Representative** (Title; name; mobile, office and home telephone numbers; Email; Social Media etc.)
  
- *Insert here* details of the CSU Primary Representative's **No 1 Alternate person** (Title; name; mobile, office and home telephone numbers; Email; Social Media etc.)
  
- *Insert here* details of the CSU Primary Representative's **No 2 Alternate** (Title; name; mobile, office and home telephone numbers; Email; Social Media etc.)
  
- *etc.*



### Reminder

Any airline emergency / crisis response will **not** be viable unless people (its most important resource / asset), including the Corp Comms / PR CSU (Crisis Communications Team), are:

- Available in the required numbers and disciplines to ***adequately*** operate 24 / 7 for long periods (12 hour shifts assumed + possibly maintaining same for up to several weeks)
- ***Quickly*** available e.g. less than 1 to 2 hours response time on a 24 / 7 / 365 basis (24H airline ops assumed here)
- ***Reliably*** available 24 / 7 / 365
- ***Adequately*** and relevantly trained, exercised, resourced (logistics, finance etc.)
- ***Capable*** of rapid worldwide deployment (selected elements [i.e. GO Team]) as required

There are various methods airlines use to achieve the above - **but primarily, an airline must have such a system in place**, which is expected to work consistently and reliably, under all envisaged circumstances

If an airline ***does not*** have such a system in place - its chances of effectively, efficiently etc. handling any type of major crisis will be severely impaired to non-existent

Associated consequences of the latter can mean e.g. that (in extremis) the involved airline might be forced to go out of business / close down permanently



Guideline - Instruction 6 / Production of Chapters 3A and 3B

### Procedures - 1

The next task is to produce a Chapter 3 for your own, specific crisis communications plan

The **first ten** pages of your own CSU plan Chapters **3A** and **3B** should be reproduced (by copy and pasting) as per the info shown on pages 44 to 53 of **this** document - and then adapted accordingly

The remainder of your Chapter 3 (i.e. the Chapter **3C** crisis response **procedures** for your own CSU) should then follow on (for more on the latter - see Instruction **6A** - page 55)

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 6** to your own airline's specific purposes and circumstances*



## Crisis Communications - Chapter 3A

### Constitution of a Typical Crisis Communications Team

Note: A large, well-resourced airline is assumed here - i.e. adequate manpower, facilities, budget etc.

#### ESSENTIAL

Crisis Communications Controller (in charge of entire Crisis Communications response)  
Crisis Communications Centre Manager (also deputises for Crisis Communications Controller)  
Public Relations GO Team Rep(s) (if applicable)  
Press Release / Statement Writer  
Internal Communications Rep  
Media Monitoring Rep  
On-line Rep (Dark Site)  
Social Networking / Media / Equivalent Communications Rep  
Press Office Team Leader → in charge of → Press Office Team  
Press Office Team  
Spokesperson(s) - available at 'home base' + elsewhere (e.g. at or near to accident site for latter)  
Communications Rep for Stakeholders (other than media & internal communications)  
TV & Radio Bids Rep  
Admin + ICT (General) Support + Log Keeper Teams  
Website and Social Networking / Media / Communications - Technical Support Reps

#### DESIRABLE

Fast Facts + FAQs Rep  
International Rep  
Third Party Specialist (Expert) Support e.g. Crisis Communications / Reputational Consultant(s)  
Translators - and so on

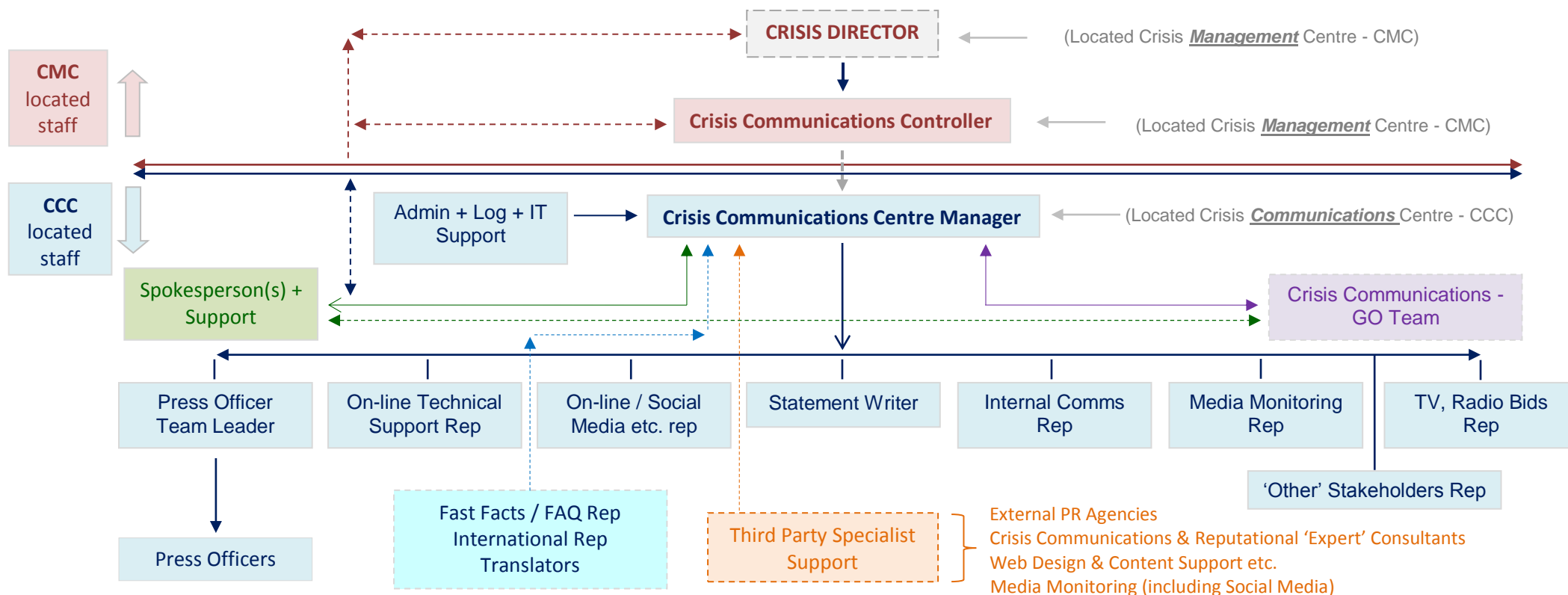
Note: For airlines with **insufficient** manpower to **individually** fill the above positions / tasks, an alternative solution **must** be found. The options are limited and might be somewhat unsatisfactory - but consider:

- Doubling or tripling-up task allocation per individual e.g. a minimum of 5 persons could form a basic Crisis Communications Team if 'tripling-up' is implemented. (But you must now consider further what happens at the end of the first [crisis response] duty shift)?
- Employing third party '(external) crisis communications specialists'. (Where appropriate. Such specialists should be retained / engaged as part of the **pre-planning** process)
- Forming **mutual** crisis support alliances with e.g. other local airlines, local airports, local Ground Handlers etc. In such cases manpower could be provided by each 'partner' for crisis comms **training (essential)** - and then pooled to form a crisis comms team for use by **any** partner 'in need' during **actual** crisis response



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Schematic - Typical **Crisis Communications Team** (NB: well-resourced airline [manpower, budget etc.] assumed in below schematic)



Note - Crisis **Management** Centre and Crisis **Communications** Centre are typically **NOT** to be co-located



## Crisis Communications - Chapter 3B

Simplified Terms of Reference (Crisis Response - re a Catastrophic Aircraft Accident Type Scenario)

**Typical Crisis Communications Team** (Large, well-resourced airline assumed)

### ESSENTIAL

**Admin + Log Keeper + ICT** (Internet and Communications Technology) **Support Reps** (1 of each per shift)

- Manage all aspects of Crisis Communications Centre (CCC) admin. (CCC Administrator)
- CCC 'big picture' log keeping duties + ensuring that all other components of the Crisis Communications Team maintain individual logs (CCC Log Keeper)
- Full ICT and Telecommunications support (via ICT Crisis Support Unit)
- Admin, Log Keeper and ICT Support Reps operate from airline's Crisis Communications Centre when on duty
- ICT 'mobile' support available at 5 minute's notice max - for all periods when CCC is 'active'
- CCC Log keeper to retain full familiarity with **all** aspects of airline's Crisis Comms Plan (CCP)
- CCC Admin person to retain full familiarity with **relevant** aspects of the airline's CCP
- Admin & log keeper to retain currency in all appropriate training, exercise etc. requirements

**Crisis Communications Controller - CC Controller** (1 per shift)

- Most **senior** Corporate Communications / PR department manager on duty
- Leads / provides **strategy** for the Crisis Comms response
- \* Provides expert support and advice to the on duty Crisis Director
- Operate from the airline's Crisis Management Centre (CMC) when on duty
- Retain full familiarity with **all** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

\* Note: From crisis response Command and Control viewpoints - the on duty Crisis Communications Controller is **always** subordinate to the (overall) on duty Crisis Director - even for pure 'crisis communications type' matters / purposes



### Crisis Communications Centre Manager - CCC Manager (1 per shift)

- Deputise for Crisis Communications Controller (CC Controller)
- Manage all aspects of **Crisis Communications Centre** (latter located separate from CMC)
- Implement & exercise **tactical** management aspects of provided Crisis Response **strategy**
- Review **all** appropriate **draft** external & internal communications. 'Trouble-shoot' as required e.g. go back to originator(s) with any queries
- Ensure that all draft external & internal communications receive appropriate and adequate legal and any other appropriate 'expert' consideration (as require) - before passing on to CCC (located at CMC) for final review, approval and release
- Ensure co-ordination and consistency of all information approved for 'release'
- Oversee effective, efficient, accurate and expeditious distribution of information
- Provide for pastoral (welfare) care issues re on-shift Crisis Comms Team staff
- Operate from the airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **all** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

### Crisis Comms - GO Team Rep(s) (As applicable)

- Deploy with GO Team, as appropriate
- Provide Crisis Comms support / advice to deployed Leader GO Team
- Provide Crisis Comms support / advice to GO Team deployed airline spokesperson in particular (e.g. **if** no other dedicated [local] spokesperson support person available)
- Provide Crisis Comms support / advice to rest of deployed GO Team in general
- Provide Crisis Comms support / advice to locally based airline and other, appropriate persons (at GO Team destination)
- Liaise / co-ordinate with local crisis comms teams sharing an 'interest' with the airline in the crisis response efforts underway e.g. local airport; local emergency services; local government; local PR agency (agencies); local reputational consultant(s); local partner airlines; local ground handling agent etc.
- Provide regular SITREPs (situation reports) to CCC Manager (CCCM) at airline HQ
- Troubleshoot local crisis comms problems as cleared by CCM - or otherwise (in extremis) on own initiative
- In extremis and when so directed by CCC Manager - act as on-site airline spokesperson
- Operate from airline's '**GO Team - Deployed Ops Control Centre**' (DOCC) when on duty
- Retain full familiarity with **all** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training, exercise and specific GO Team requirements
- Maintain own log of events



### **Press Release / Statement Writer** (1 per shift)

- Draft press releases / statements, updates and other written material e.g. press conference statements; letters of sympathy / condolence etc.
- Prepare draft 'fast facts' / FAQs (frequently asked questions) etc. in absence of a dedicated person assigned to this role
- When 'drafting' as per above, ensure continual and accurate / correct co-ordination and consistency of all communications
- Submit all drafts to CCC Manager for review
- Arrange for translation of the above into appropriate language(s) - as required / available
- Operate from airline HQ's Crisis Communications Centre when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

### **Internal Communications Rep** (1 per shift)

- Draft all primary, internal comms material i.e. as originating in the CCC
- Provide advice about / initial approval of all other internal comms material e.g. from HR CSU (for general staff), Flight Ops CSU (for flight-crew), Cabin Crew CSU (for cabin-crew) - etc.
- Ensure continual co-ordination / consistency of internal comms - with all other appropriate forms of associated crisis comms in use / under preparation etc.
- Operate from the airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

### **Media Monitoring Rep** (1 per shift)

- Monitor appropriate TV, Radio, On-line, Press etc. output re the crisis (consider using an appropriate [external / third party] specialist media monitoring / analysis agency - and / or software tool, as / if appropriate)
- Provide consolidated reports on the above to the CCC Manager - at pre-agreed times
- Advise CCC Manager immediately of 'significant' media outputs - especially if inaccurate / potentially harmful etc.
- Where necessary, request extra support e.g. for translation / interpretation duties
- Operate from the airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events





### On-line Content Rep (1 per shift)

- Load and manage all web site content related to the crisis - including 'dark site' content
- Re-draft any content meant for web site entry prior to publishing, if / as appropriate

Note: The latter is done purely to 'technically' **format** the information ready for website display purposes - if so required. The overall content / layout etc. of all such information should **not** be changed without permission of the CCC Manager

- Oversee technical aspects of effective, efficient, expeditious etc. website comms - including oversight of web server(s) capacity - so that latter is always adequate for 'what is required'
- Continually co-ordinate web site content with all other forms of crisis comms in use (as relevant) - so as to ensure absolute consistency
- Produce (and / or arrange for) versions of dark site content to be produced in appropriate language(s) (as required) - in addition to the (default) English language versions
- Operate from the airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

### Social Networking / Communications / Media Rep (1 per shift)

- Upload and manage (relevant) social networking / comms etc. media content re the crisis - including 'dark site' content (it is today important for associated social networking / comms / media etc. to be additionally provided / uploaded etc. in 'dark site' format [i.e. similar to a 'dark site' version / operation of an airline's website] during emergency / crisis response ops)
- Re-draft any content meant for social media entry prior to publishing, if / as appropriate

Note: The latter is done purely to 'technically' **format** the information ready for social media display purposes - if required. The overall content and layout of all such information should **not** be changed without permission of the CCC Manager)

- Oversee effective, efficient & expeditious social media type comms / ops
- Continually co-ordinate social media content with all other forms of crisis comms in use - so as to ensure absolute consistency between same
- Operate from airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events



### Press Office Team Leader (1 per shift)

- Manage 'Press Officer' Team - including manpower and shift requirements etc.
- Oversee effective, efficient and expeditious communications with **media** stakeholders
- Deputise for Crisis Communications Centre Manager
- Operate from airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **all** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

**Press Office Team** (as many persons as the airline can practically spare - ideally up to about 10 per shift for the larger airline having adequate, associated staff)

- Take / make telephone calls from / to **media** stakeholders
- Provide a similar service using other forms of communication except social media
- Pass on the need for any actions / responses required to the Press Office Team Leader
- Prioritise the passing on of the need for action / response as per above e.g. due pending deadlines for callers etc.
- Provide an effective, efficient, expeditious and courteous service
- Only engage with the media to the extent briefed by the Press Office Team Leader
- Ensure calls are returned in a timely way - where any undertaking so to do has been made
- Operate from the airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

**Note:** Press Officers might comprise specially trained and exercised '**volunteer**' airline staff - i.e. **not** typically being part of the Corporate Communications / PR Department itself

### Spokesperson(s) (Numbers as required by actual circumstances 'on the day')

- Generally speaks on behalf of the airline at press conferences, TV / radio / social media interviews etc.
- Operate from any location as required by actual circumstances 'on the day' (including possible GO Team deployment)
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Be specifically pre-trained and pre- exercised for the role
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

**Note:** Spokesperson(s) are **not necessarily** part of the airline's Corporate Communications / PR Department e.g. very senior management often undertake this responsibility. The principle is 'the more serious the emergency / crisis - the more senior the spokesperson'. In extremis, senior and relevant members of e.g. 'the' national government may take on this responsibility



### **'Other' Stakeholders Rep** (1 per shift)

- Oversee effective, efficient and expeditious comms with **non-media** type stakeholders (but **not** including 'internal communications')
- Operate from airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **all** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate / associated training and exercise requirements
- Maintain own log of events

### **TV & Radio Bids Rep** (1 per shift)

- Co-ordinate and facilitate TV & radio requests (e.g. for interviews)
- Implement above under direction of CCC Manager
- Operate from the airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

### **Web and Social Net-working / Communications etc. - Technical Support Rep** (1 per shift)

- Provide / arrange for appropriate 24 / 7 web site(s), social media site(s) etc. technical support
- Manage web site resources and systems to prevent 'server meltdown / lock-up'
- Implement and operate (technical aspects only) the 'dark site'
- Implement and operate (technical aspects only) the 'social media site(s)'
- Operate from the airline's Crisis Communications Centre (CCC) when on duty (and / or other location(s) as required by actual circumstances 'on the day')
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

**Note:** The technical web support rep does **not** originate or gain approval for the material which he / she loads onto the dark site (in this respect they basically just 'do what they are told' by the CCC Manager and / or On-line Content Rep and / or Social Networking / Communications Rep)



## DESIRABLE

### Fast Facts + FAQs Rep (1 per shift)

- Prepare and update 'fast facts', FAQ and similar type information
- Operate from airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

Note: If short on manpower - the 'press release / statement writer' shall **additionally** assume this role

### International Rep (1 per shift)

- Direct / co-ordinate / liaise etc. - with **international** partners (e.g. alliance and codeshare partners; mutual crisis support partners etc.) and contracted third parties (e.g. PR Agents; reputation consultants etc.), as appropriate to crisis circumstances on the day
- Operate from airline's Crisis Communications Centre (CCC) when on duty
- Retain full familiarity with **relevant** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

Note: If short on manpower - the 'other stakeholders' rep shall **additionally** assume this role

### Spokesperson Support (as required by actual circumstances 'on the day')

- Liaise with the 'writer' to prepare all briefing materials for the spokesperson, including key messages and pre-prepared FAQs
- Rehearse the spokesperson in the use of key messages and provide advice on delivery - where required (also provide advice on 'appropriate dress' - as required)
- Ensure that venue for press conference / interview is fully set up and fit for purpose - including size, access, security, seating, lighting, sound system, IT equipment in use, power supplies, facilities for journalists etc.
- Arrange for translators / interpreters where appropriate (brief them accordingly)
- Take responsibility for 'meeting and greeting' journalists and camera crews - including distribution of FAQs and 'fast facts' sheets
- Attend each press conference / interview with the spokesperson, noting any key questions and feeding back to the Crisis Communications Centre Manager



- Ensure that a 'quick getaway' route / facility has been put in place for spokesperson
- Undertake any follow up with the journalists e.g. providing background information etc.
- Retain full familiarity with **all** aspects of the airline's Crisis Communications Plan
- Retain currency in all appropriate training and exercise requirements
- Maintain own log of events

Note: Where manpower is short - the CCC Manager will appoint an 'appropriate CCT person' (as available) to **additionally** take on this role

Note: Manpower permitting, a (**separate**) spokesperson support person should also deploy with any GO Team (if deployed) in order to provide similar support (see above) to GO Team spokesperson

**Third Party** (External) **Specialist** (Expert) **Support** (as required by actual circumstances 'on the day')

- Tasks and locations as required by Crisis Communications Controller and / or CCC Manager

**Translators / Interpreters** (numbers and languages as required by actual circumstances 'on the day')

- Tasks and locations as directed by CCC Manager



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## Guideline - Instruction 6A / Production of Chapter 3C

### Procedures - 2

The next task is to produce Chapter 3C of your own, specific crisis communications plan

Use the guidance shown below on pages 56 and 57 to better understand what you need to do in this Chapter 3C when 'writing' your airline's crisis comms plan **procedures**. Then use your own Chapter 1C bullet point list (page 36) for guidance on which specific procedures need to be included here

To make the above 100% clear - the job of the Crisis Comms CSU Rep + Alternate Rep(s) is to now identify and produce (write / document) the **required procedures** here - in this Chapter 3C. Note that there is no **additional guideline / template information** (other than that already provided herein) to assist you in this task

Where appropriate - procedures may be shown in flowchart format. However, most procedures related to crisis comms will typically be best documented as 'full text'

Seek assistance from the ABCX Airways Crisis (Emergency) Response Planning Manager (and / or equivalent person) if, after reading / attempting to implement the above and below, you are experiencing difficulties in adequately producing etc. the required (various / different) Chapter 3C procedures

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 6A** to your own airline's specific purposes and circumstances*



## Crisis Communications - Chapter 3C

### Crisis Communications Team - Crisis / Emergency Response Procedures

Chapter 3C is where Corporate Communications / PR CSU Reps + their Alternate Reps etc. are actually required to document the **'who, what, where, when, why, how'** - re how the crisis comms plan will actually function in practice / for real 'on the day' i.e. **all of the detail** re how **exactly** the crisis comms plan will 'work' - **before** (pre-planning), **during** and **after / post** (debriefing / applying 'lessons learned' etc. for latter) crisis / emergency response ops - should be included here

A generally accepted term for describing **each** such (separate) function + the detailed explanation of how each 'works' i.e. applied in practice - is typically known as a **'procedure'**

The style of writing, wording etc. used when documenting such procedures should be **specific / active** i.e. not **generic / passive** i.e. always state e.g. what will be done, when, where, how, by whom and in what manner - including (as appropriate) associated consequences, risks, limitations etc.

If there are outstanding issues to be resolved as you produce / write said procedures (i.e. to be resolved ASAP - e.g. because no solution etc. is / was available at time of said production / writing), say so clearly in your own Chapter 3C - followed by 'who is / will be responsible for resolving the issue, how and by when etc.'

**When** such outstanding issues are resolved (as applicable) - revise / rewrite / originate etc. the particular (outstanding) procedure herein, accordingly

This chapter should be written / produced such that the 'average ABCX Airways person', having no particular knowledge of the crisis comms plan itself, should be able to understand, as a minimum / at an overview level, what said plan procedures are describing / intended to achieve etc.

**Consequently, it is re-stressed here that said procedures must be written in full and clear detail - together with associated explanations, consequences, training, exercising, review etc.**

**At least** the following should be accounted for when producing required procedures:

- ✓ **ALL** significant crisis communications functions - covering both pre-planning, during crisis and post crisis are to be accounted for. Use **your own** (i.e. as prepared separately by you) Chapter 3C **bullet point list** etc. to guide you in what might be required / documented here
- ✓ Detailed roles and responsibilities of the Crisis Comms CSU / Team etc. - including e.g. pre-planning, during and post crisis. Also covering ops both within and outside the Crisis Management Centre (CMC) and (separate location) Crisis Communications Centre (CCC) e.g. GO Team ops must be included if relevant
- ✓ Procedure **details** i.e. the who, what, where, when, why and how etc. - applicable to each procedure included in your Chapter 3C
- ✓ Procedures for manning, deployment, duties and support of the CCT GO Team (as applicable)





Note - The primary purposes for documenting procedures herein are:

- Firstly - so that the Corporate Comms / PR CSU (CCT) has a clear, full and unequivocal explanation (via an associated procedure[s]) of how it is to conduct each component part of its crisis response roles and responsibilities, as required ..... and secondly
- As the primary (but not sole) references for on-going CSU / CCT training and exercising

It is important to clearly understand that Chapter 3 information and procedures etc. (along with other appropriate parts of the crisis communications plan) should be trained for and exercised on a regular basis - **before** any associated crisis occurs etc.

During *actual* (real) crisis response ops, the CCT should consequently only need to use the corresponding **Chapter 7 checklists** to guide their actions. This understanding is based on the assumption that the CCT is / has been **already trained and exercised** (on a recurrent basis) in all aspects of its Chapter 3 (and other relevant) information and procedures etc. - **before** any crisis occurs

#### IMPORTANT

For every Chapter **3C procedure** (which **must** typically match an associated Chapter **1C bullet point**) there **must** typically be a corresponding (associated and published) Chapter **7 checklist**

**N.B.** - In the absence of specific instruction to the contrary from the airline's Crisis Management Centre - the Crisis Communications Team (CSU) is expected to **autonomously and unilaterally** follow its **own** established crisis response plan procedures (Chapter **3C**) and checklists (Chapter **7**) upon being alerted to a major crisis - in accordance with actual circumstances applying 'on the day'



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## Guideline Instruction - 7 / Production of Chapter 4

### Alerting and Activation

The **first** 4 pages of your own (Crisis Comms) Chapter 4 should be reproduced (copy and paste?) as per the info / guide shown on pages 60 to 63 of **this** document. You must then adapt the associated content, as required, to suit the specific (particular) circumstances of **your own** airline etc.

Additionally (and as per the 'notes to CSU Reps / Alternate Reps' - page 62), it will be necessary to further document, in reasonable detail, how your own CSU's / CCT's **internal alerting system** functions / operates - and to also produce your own CSU's / CCT's '**crisis contacts directory**' (appropriate telephone numbers; email addresses; other appropriate contact methods [e.g. social media] etc.) - together with details of how the directory is to be maintained current / correct / fit for purpose etc.

The CSU's / CCT's crisis contacts directory, when completed, should be attached to Chapter 4 of the actual Crisis Communications Plan. This will then be regarded as the 'master' crisis related 'contacts directory' - with all others (hard copy; soft copy; wherever located) being 'subordinate' directories of same

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 7** to your own airline's specific purposes, circumstances etc*



## Crisis Communications - Chapter 4

### Alerting & Activation

In the event of a major crisis / emergency, the Corporate Comms / PR department's **key 'contactable' person(s)** will be initially 'notified' by the ABCX Airways 'alerting / activation system' - as typically invoked / activated by the airline's 24H **Operations Control Centre Duty Manager**

**Alerting** typically comprises a brief *telephone and / or SMS text and / or email and / or social media and / or direct face to face etc. message* - sent / forwarded / delivered to every person **pre-**designated to receive same. Said message will typically be prefixed by the appropriate ABCX Airways alert state colour code i.e. typically **RED ALERT** - for the purposes of this document equating to a catastrophic aircraft accident / similar severity crisis. Appropriate recipients of 'the message' are typically required to acknowledge and then report for crisis duties (**activation**) as soon as possible

**Note:** It is assumed herein that the airline is using some form of 'automated or semi-automated' alerting system **to contact its key personnel** (system generally invoked by the airline's Operations Control Centre Duty Manager). Such systems are typically very effective and efficient (capable of notifying large numbers of persons in very quick timescales) - with basic models costing from around USD \$10,000 initial outlay

It is acknowledged here that some airlines will not possess such automated systems - in which case the further assumption is made that they will use a more basic (manual) system which still 'does the job' - albeit **far less** effectively, efficiently and expeditiously / quickly e.g. a 'cascade tree' system. See page 63 for an example

**Note:** Certain responders e.g. Crisis Director; deputy Crisis Director, Crisis Communications Controller, very senior management etc. - will **additionally** be alerted **directly** by personal telephone call

The key (contactable) person(s) alerted by the above system should, in turn, initiate the Corporate Comms / PR department's own **internal** alerting system - leading to subsequent **activation** of the remainder of the department / business unit

Corporate Comms / PR department's CSU Rep + Alternate Reps are responsible for devising a roster system to ensure that **at least one** of the department's / business unit's designated key persons is:

- Always **reliably** contactable by **telephone** 24 / 7 / 365 (24H airline ops assumed)
- Located within \* reasonable travelling time of crisis / emergency response duty location(s)
- In a reasonably fit condition to be able to conduct his / her crisis response accountabilities
- Fully familiar with all aspects of the Crisis Communications Plan (i.e. excellent working knowledge required)
- Ideally capable (and so pre-authorised) of immediately and remotely promulgating / releasing etc. the airline's **first** 'holding' press release / statement

\* 'Reasonable travelling time' is not defined herein but should be interpreted logically and fairly by those deemed to be 'contactable' as per above. Anything more than 2 hours maximum (accounting for expected / statistical [local] traffic conditions) is to be considered **unacceptable**



### CSU Representatives & Alternate Reps are further responsible for:

- Devising an efficient and effective **internal** staff notification / callout system(s) for crisis use (e.g. the Cascade / Callout Tree system - see page 63 for a simple example)
- **Practising** said internal callout system at regular intervals. This might be best achieved by use of "contact exercises" - rather than requiring personnel to actually report for duty. Documented records should be maintained for audit purposes
- Maintaining the **internal callout database** system (i.e. ensuring all department / business unit's / other appropriate contacts are always current and correct). See Chapter 5B (starts page 69) for more details. The relevant CSU Rep + Alternate Reps is / are responsible for overseeing the above task - to be repeated at intervals **not exceeding 3 months**. The task may be delegated. Documented records should be maintained
- Regularly providing current and correct (updated) Corporate Communications / PR department's 24 hour contact information (usually to include a minimum of Head of Department / Business Unit **plus** CSU Rep plus Alternate Rep(s) **plus** any other nominated key personnel) - to the ABCX Airways Crisis / Emergency Response Planning Manager, so that he / she can update the **master** database associated with the airline's main (automated) alerting / activation system

### Contact Telephone Numbers

The following protocol should be used when writing contact information into crisis plans and / or any associated documents / systems etc.:

- Always use **full** telephone numbers (area codes to be included) + other, relevant contact info
- For overseas / foreign numbers record the number according to standard, international annotation e.g. +34 (0)1234 567890
- Always include as many mobile / cell / smart etc. phone numbers as possible
- Appoint a specific person (plus an alternate) to run an **initial** cross-check of all telephone numbers (and other, appropriate contact info) in the Corporate Communications / PR department's **internal** crisis contacts directory - for purposes of currency and accuracy i.e. when first compiling the directory. Same should be done for the department's **external** crisis contacts directory (see Chapter 5 for more details )

Name this persons here .....

Thereafter similar checks should be carried out **by that same person** (and/or a designated alternate) at no more than 3 monthly intervals. Maintain documented records of same for audit purposes

**Note:** The person(s) named above need not be the CSU Rep or Alternate Rep(s)



### IMPORTANT REMINDER

Recipients of **RED** Alert messages involving any form of major aircraft accident (or equivalent) should be notified (in that same message) as to whether or not **GO Team deployment** is required

All requirements to deploy a GO Team (as appropriate) **must** be passed on, in turn / without delay, to all other staff designated to receive the particular (receiving) department / business unit's own **internal** alerting messages, **particularly** those staff earmarked for potential GO Team deployment

In such circumstances the appropriate, associated **internal** procedure must include the requirement that **all** reporting staff subject to potential GO Team deployment, should bring with them e.g.

‘.....travel documentation (passport, national ID card etc.); airline ID; driving licence, suitable luggage; suitable clothing (incl. uniform if appropriate); required medication; toiletries; mobile / smart phone with international capability + charging equipment / adaptor etc; appropriate company equipment (including ICT [IT]) necessary to conduct deployed GO Team roles / responsibilities: credit card(s) (personal and company) and cash: vaccination records etc. ....’

- sufficient to be able to immediately deploy away from home base for up to 7 days

See Chapter 6 of *this* plan for some general information re the GO Team and (separate document) CRPM Part 1 (ERP) / Volume 5 for detailed information re same

### NOTES to CSU REPs / ALTERNATE REPs

**Note 1** - The **specific** detail of how **your own** CSU's Alerting & Activation system functions is to be clearly described in the equivalent Chapter 4 of **your own** CSU's crisis comms plan. An incomplete / insufficient list of contacts and a "vague" statement of how the system functions is not acceptable

**Note 2** - A **CCT specific** (telephone) crisis 'contacts directory' should be reproduced for specific use during crisis - in sufficient **hard copy** quantities (**in addition to** any soft copies produced). Remember to print enough to also cover similar GO Team deployment requirements - as applicable

Such CCT crisis contact directories are to include **every possible telephone contact** (internal **and** external) which it is reasonable to assume the **CCT** might need to use during major crisis. This should include landline contacts (including work / home / residence numbers) in addition to mobile / smart phone details

Such crisis contact directories are to have section headings (for each different section) - with same displayed (in some appropriate way) at the front of the directory in **alphabetical order** and by associated page number i.e. a fully comprehensive contents list / index / cross-reference system is required here. Other contact information type can be included in the directory if appropriate e.g. email; social media etc.

The CCT crisis contact directory (when produced) **MUST be included** (e.g. as an attachment - embedded or cross-linked / referred to) in the appropriate area(s) of **Chapter 5** of **your own** Crisis Communications Plan(s)



Attachment 1 to Chapter 4 / Crisis Communications Plan

### Cascade Callout Tree Alerting System - Typical Example

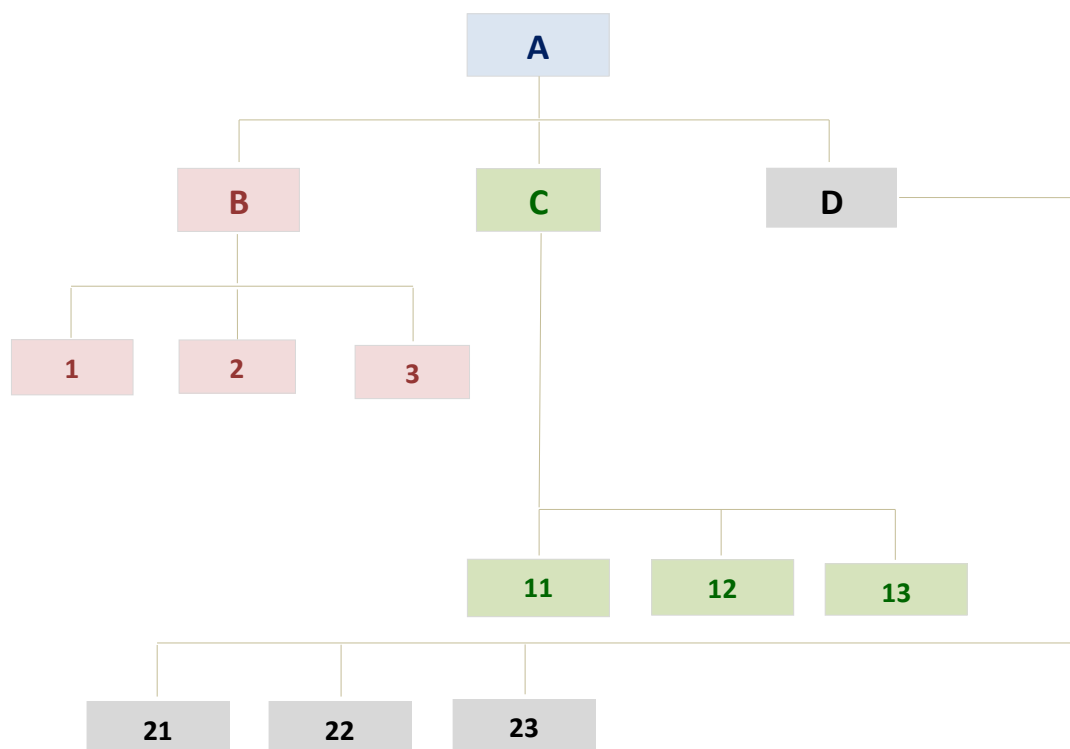
One of the simplest types of *manual* alerting system requires the person commencing the alert (e.g. person **A**) to make telephone calls to persons **B**, **C**, **D**, E and F etc. In turn, person **B** would then pass on the alerting message to persons **1**, **2**, **3**, **4**, **5** etc.

Person **C** would pass on the alerting message to a *different* group of persons than those contacted by person **B** - say persons **11**, **12**, **13**, **14** etc. - and so on, until the full list of persons to be alerted has been contacted

At the 'letters' level shown above (B, C, D, E etc.) - if a person to be contacted does not respond, then the person 'doing the contacting' (person A in this case) takes over the alerting job for that specific 'non-responded' person - also making a note of the person unable to be contacted

At the 'numbers' level shown above (1, 2, 3, 4, 5 etc.) - if a person to be contacted does not respond, then the person 'doing the contacting' simply moves on to the next contact in that particular alerting group, making a note of those unable to be contacted

The system's main advantage is its simplicity. Its main disadvantage is that it takes time, especially for large numbers of persons to be contacted, and requires personal contact details (office, home, mobile telephone numbers etc.) & associated procedures to be constantly updated & maintained - which is quite work intensive (but which must nevertheless be conscientiously completed)





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Guideline Instruction - **8A** / Production of Chapter **5A**

### Operational Communications during Crisis Response Ops

This task requires the production of a Chapter **5A** for your own (specific) crisis communications plan

Your own Chapter **5A** should be reproduced (copy and paste?) as per the information shown on pages **66** to **68** of **this** document. Adapt same to suit your own airline's specific requirements

Information contained in the 'example' CMC contacts information box shown on page **67** will require adaptation to both titles and the associated contact information - so as to reflect the **actual** operational communications situation / system as it exists **within your own airline** etc.

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 8A** to your own airline's specific purposes and circumstances*

**Note** - where felt to be more convenient / appropriate, the following Chapters 5A, 5B and 5C may be combined into a single, overall Chapter 5 - containing **all** crisis communications 'operational contact' information matters



## Crisis Communications - Chapter 5A

### Crisis Communications Team - 'Operational' Communications

(NB: The term 'operational communications' should not to be confused with the term 'crisis communications')

During major crisis / emergency response ops, the airline's **Crisis Comms Team** (CCT) must provide timely / accurate information + updates, (on the specific aspects of **their own** on-going crisis situation / response), to the airline's **Crisis Management Centre** (CMC) + other designated agencies - whilst concurrently maintaining a record of their own specific CCT actions / occurrences (i.e. by keeping a written logs of events. See template log sheet attached at the end of **this** Chapter 5A)

Consider:

- The airline's CCT should (upon activation) immediately communicate with the airline's **CMC** - confirming CCT activation, operating location, full contact details - plus details of those persons planned to manage and operate the CCT for the first shift, second shift etc. In the same message, full details of CCT staff planned to deploy with the GO Team, if relevant, are to be communicated, together with details of CCT planned representation in the CMC itself (i.e. the Crisis Communications **Controller** / equivalent person)

**Until the CMC itself is activate, all such communications shall initially be with the airline's Operations Control Centre's Duty Manager**

- All designated (different) **elements** of the CCT should maintain their **own** crisis logs. This can include individual persons if appropriate e.g. press release / statement writer; media monitor etc.
- Implementation of a regular schedule (e.g. hourly) of summarised CCT crisis response situation reports (SITREPs) - from the CCT to the CMC + other appropriate recipients
- In circumstances where CCT is to pass information of **high importance / priority / sensitivity** - this is to be accomplished initially by **'voice'** e.g. face to face, via telephone etc. - backed up 'as soon as possible' by written SITREP(s) and / or equivalent
- CCT SITREPs (amongst other inputs) will be used by the CMC management team to update the CMC **'big picture'** situation log - produced in such a manner that it (said log) regularly / consistently reflects the **overall** and **current** situation of the **entire** crisis response. Said log is expected to be the major 'tool' which the CMC will use in its management of 'the' crisis.  
(Note: The co-located Crisis Communications Controller etc. will be assisting the Crisis Director re the **crisis communications** aspects of the overall crisis management task)
- CSU SITREPs shall typically be communicated via company email. If / as available, suitable social media methods might also be used for this purpose
- All logs, SITREPs etc. shall use **local** date / time (typically being local date / time at airline HQ. If latter is not practicable - then GMT / UTC date / time shall be used instead)
- Where circumstances dictate that **hard copy** logs / SITREPs be used (e.g. due ICT failure) they may be in typed or handwritten format. If the latter, the text is to be written so as to be clearly legible i.e. there should be no confusion caused by poor handwriting



Crisis Management Centre (CMC) - located at .....

### Management Team

Crisis Director (CD)	+ 44 (0)432 xxx xxxx	<a href="mailto:cdcmc@abcxairways.com">cdcmc@abcxairways.com</a>
Deputy CD	+ 44 (0) 432 xxx xxxx	<a href="mailto:depdc@abcxairways.com">depdc@abcxairways.com</a>
Log Manager / Admin	+ 44 (0) 432 xxx xxxx	<a href="mailto:l&amp;acmc@abcxairways.com">l&amp;acmc@abcxairways.com</a>

### Crisis Support Unit Reps in CMC

Airports	+ 44 (0)432 xxx xxxx	<a href="mailto:aptscmc@abcxairways.com">aptscmc@abcxairways.com</a>
Cabin Crew	+ 44 (0)432 xxx xxxx	<a href="mailto:cccmcc@abcxairways.com">cccmcc@abcxairways.com</a>
Engineering	+ 44 (0)432 xxx xxxx	<a href="mailto:engcmcc@abcxairways.com">engcmcc@abcxairways.com</a>
Finance	+ 44 (0)432 xxx xxxx	<a href="mailto:fincmcc@abcxairways.com">fincmcc@abcxairways.com</a>
Flight Operations	+ 44 (0)432 xxx xxxx	<a href="mailto:fopscmc@abcxairways.com">fopscmc@abcxairways.com</a>
Insurance	+ 44 (0)432 xxx xxxx	<a href="mailto:inscmcc@abcxairways.com">inscmcc@abcxairways.com</a>
Legal	+ 44 (0)432 xxx xxxx	<a href="mailto:legalcmc@abcxairways.com">legalcmc@abcxairways.com</a>
Safety / Quality	+ 44 (0)432 xxx xxxx	<a href="mailto:safecmc@abcxairways.com">safecmc@abcxairways.com</a>
Security	+ 44 (0)432 xxx xxxx	<a href="mailto:seccmc@abcxairways.com">seccmc@abcxairways.com</a>
Staff Travel	+ 44 (0)432 xxx xxxx	<a href="mailto:stcmcc@abcxairways.com">stcmcc@abcxairways.com</a>

### Liaison & Support Reps in CMC

GO Team	+ 44 (0)432 xxx xxxx	<a href="mailto:gocmc@abcxairways.com">gocmc@abcxairways.com</a>
Crisis Call Centre	+ 44 (0)432 xxx xxxx	<a href="mailto:ecccmcc@abcxairways.com">ecccmcc@abcxairways.com</a>
<b>Crisis Comms Controller</b>	+ 44 (0)432 xxx xxxx	<a href="mailto:mediacmc@abcxairways.com">mediacmc@abcxairways.com</a>
HAT	+ 44 (0)432 xxx xxxx	<a href="mailto:hatcmcc@abcxairways.com">hatcmcc@abcxairways.com</a>
Regulatory Liaison	+ 44 (0)432 xxx xxxx	<a href="mailto:regcmcc@abcxairways.com">regcmcc@abcxairways.com</a>
* OCC Duty Manager	+ 44 (0)432 xxx xxxx	<a href="mailto:occcmc@abcxairways.com">occcmc@abcxairways.com</a>

### CMC Dedicated Use Mobile, Smart and Satellite Phones

	+ 44 (0)437 xxx xxxx
	+ 44 (0)437 xxx xxxx
	+ 44 (0)437 xxx xxxx
	+ 8816 314 xxx xxxx (PIN1111)
	+ 8816 314 xxx xxxx (PIN2222)

Social Media 1	TBA
Social Media 2 etc.	TBA

Note: CMC manned during major crisis / emergency response type ops **only**

\* When (if) an '**extra**' OCC Duty Manager (OCC DM) is required to operate from the CMC / OCC e.g. during associated and severe **disruption** ops. (For example, such an extra OCC DM might be required during a **RED Alert** catastrophic **aircraft accident** response)

Note - Above table shows CSUs having reps embedded within / as part of the CMC itself. A **different** type of CMC model (not shown herein) has the CSU reps operating from **their normal work** (place of business) locations. **This latter model is the one used in this CRPM Part 1 / Volume 9 guideline / template document**

Attachment 1 to CCP Chapter 5A - **Template LOG Sheet**

INSERT LOG SHEET PAGE NUMBER HERE

Photocopy additional blank sheets as required



Guideline Instruction - **8B** / Production of Chapter **5B**

**Operational Communications during Crisis - Nominated Post Holders + Contacts**

This task requires the production of Chapter **5B** for your own, specific crisis comms plan

Your own Chapter 5B should be reproduced (copy and paste) as per the information shown on pages **70** to **89** following. ***Adapt same to suit your own airline's specific requirements***

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Guideline Instruction **8B** to your own airline's specific purposes and circumstances*



Crisis Communications - Chapter 5B

Crisis Communications Team - Nominated Post Holders + their Contact Information

ESSENTIAL

**Note 1 - ICT** (Information & Communications Technology) support - for all response units listed below, shall be provided 24H (at 5 minute's notice - and during **actual** crisis response operations **only**) by the ABCX Airways ICT CSU (Crisis Support Unit)

**Note 2** - Increase or decrease the number of 'person' (Person 1; Person 2 etc.) boxes required under **each, separate** heading following below – and as per actual circumstances 'on the day', relevant / adequate manpower resources etc. (Reminder - see again 'Note 3' on page 2 of **this** guideline / template doc, if required)

ADMIN SUPPORT - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



LOG-KEEPER - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



CRISIS COMMUNICATIONS **CONTROLLER** - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information





CRISIS COMMUNICATIONS CENTRE **MANAGER** - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



CRISIS COMMUNICATIONS **GO TEAM** - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



PRESS RELEASE / STATEMENT (etc.) **WRITER** - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



INTERNAL COMMUNICATIONS - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



MEDIA **MONITORING** - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



ON-LINE MANAGEMENT (WEBSITE[S]) - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



ON-LINE MANAGEMENT (SOCIAL MEDIA) - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



PRESS OFFICE - **TEAM LEADER** REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information





PRESS OFFICERS - ([appropriately trained and exercised] **VOLUNTEER** Reps)

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



**SPOKESPERSON - TEAM REPS**

**Person 1**

Name & Title	Full Contact Information

**Person 2**

Name & Title	Full Contact Information

**Person 3**

Name & Title	Full Contact Information



STAKEHOLDER COMMS - TEAM REPS (i.e. *other than* communications with the *media* + *internal* comms)

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



TV & RADIO BIDS - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



ON-LINE TECHNICAL SUPPORT - TEAM REPS

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



Crisis Communications - Chapter 5B / continued

**Note 1** - **ICT** (Information & Communications Technology) support - for all response units listed below, shall be provided 24H (at 5 minute’s notice - and during **actual** crisis response operations **only**) by the ABCX Airways **ICT** CSU (Crisis Support Unit)

**Note 2** - Increase or decrease the number of ‘person’ (Person 1; Person 2 etc.) boxes required under each heading below - as per the actual circumstances of your own organisation (Reminder - see again ‘Note 3’ on page 2 of **this** guideline / template doc, if required)

DESIRABLE

FAST FACTS & FAQs TEAM

Person 1

Name & Title	Full Contact Information

Person 2

Name & Title	Full Contact Information

Person 3

Name & Title	Full Contact Information



**INTERNATIONAL REPS TEAM**

**Person 1**

Name & Title	Full Contact Information

**Person 2**

Name & Title	Full Contact Information

**Person 3**

Name & Title	Full Contact Information



**THIRD PARTY (EXTERNAL) SPECIALIST / EXPERT SUPPORT - TEAM REPS**

**Person 1 - Roles and / or Responsibilities**

Name & Title	Full Contact Information

**Person 2 - Roles and / or Responsibilities**

Name & Title	Full Contact Information

**Person 3 - Roles and / or Responsibilities**

Name & Title	Full Contact Information





**TRANSLATORS**

**Person 1 / Language(s) Covered**

Name & Title	Full Contact Information

**Person 2 / Language(s) Covered**

Name & Title	Full Contact Information

**Person 3 / Language(s) Covered**

Name & Title	Full Contact Information



Guideline Instruction - **8C** / Production of Chapter 5C

### Operational Comms during Crisis / Producing a 'CCT' Crisis Contacts Directory

This task requires the production of a Chapter 5C for your own, specific crisis comms plan

You will now need to research **all** possible contact information i.e. \* internal and external (repeat - **all** possible contact information i.e. internal and external) which the CCT might feasibly need to use during a crisis response (i.e. what is required here is effectively / essentially a very comprehensive and targeted 'crisis contacts directory')

\* Including contact information already documented as per Chapters 5A and 5B above

The results should be documented in this Chapter 5C under title '**ABCX Airways Crisis Communications Team - Crisis Contacts Directory**'

The directory must use page numbers and list entries alphabetically, by heading. An associated '**contents list**' by alphabetical entry should be included at the front of the directory

Said Crisis Contacts Directory must be regularly and rigorously maintained by the person(s) so nominated in Chapter 4 (starts page 59 of this document). Where an automated 'alerting and activation' system is in use, the associated 'contacts' database (associated with that system) must be similarly maintained / updated etc.

Due to the possibility of ICT failure and similar, the **primary** method of producing crisis contact directories is to be by **hard copy**. Provided that this is done, soft copy versions may **additionally** be produced / used (if so, the hard copy version must always be immediately available)

It is particularly important to include all types of **landline telephone** contact in the directory, including **home / residence** contacts. It is similarly important to include **mobile / cell phone** contact details. Email and similar contact information (e.g. social media) should also be included, as available

**IMPORTANT:** Be aware of relevant 'data protection' legislation type issues re the recording of personal contact details as per above - and abide by them

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 8C** to your own airline's specific purposes and circumstances*



Crisis Communications - Chapter 5C

Crisis Communications Team - **Crisis Contacts Directory**

*To be completed by Corporate Communications / PR CSU Team - and inserted herein - starting on the next page*

Note: In **this** specific guideline / template document (i.e. the one you are reading right now) - there is, of course, no 'crisis contacts directory' (although there would [must] be in a **real** document equivalent of course)

Accordingly the next page is marked shown as 'deliberately blank'

Note - if more convenient, Chapters 5A, 5B and 5C above may be combined into a single Chapter 5



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## Guideline Instruction 9 / Production of Chapter 6

### GO Team Deployment

This task requires the production of Chapter 6 for your own, specific crisis communications plan

Your own Chapter 6 should be reproduced as per the information shown on pages 94 to 97 of *this* document. Adapt the information shown to suit your own airline's specific requirements

It will be necessary for the Crisis Communications CSU Rep / Alternate Rep to complete information forms for ***each and every*** CCT staff member who is potentially liable for ABCX Airways GO Team deployment

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 9** to your own airline's specific purposes and circumstances*



## Crisis Communications - Chapter 6

### GO Team

When activated, the ABCX Airways Crisis Communications Team (CCT) must be ready to potentially deploy nominated personnel and / or equipment - as a component part of the airline's Go Team (as required by actual circumstances 'on the day')

This Chapter requires a full list of Corporate Communications / PR department and other associated staff (e.g. potential spokesperson[s]) to be documented / attached - where such persons are potentially required to deploy as part of the / any airline GO Team. Such deployment can be to any location world-wide, typically for up to seven days (**BUT** possibly longer in extremis)

The Corporate Communications / PR CSU Rep + Alternate Rep(s) are responsible for managing and updating the above list at no more than 3 monthly intervals and otherwise as required. The task may be delegated

Personal data / information (template) forms for recording details of the above staff (i.e. earmarked for potential GO Team deployment) are attached to this Chapter **6** and must be completed and 'maintained current' accordingly. Include / copy more template forms as required

The potential duties of said staff deployed with the GO Team can be found / are referred to in Chapters **1C** (Bullet Point Summary), **3C** (Detailed Procedures) and **7** (Checklists) of **this** Crisis Communications Plan

Significantly more detailed information re the GO Team 'in general' can be found in (our **separate** document) **CRPM Part 1 (ERP) / Volume 5**

Below are some suggestions as to typical items for certain **pre-designated** persons to consider taking on GO Team deployment (in addition to obvious items such as 'acceptable' passport; personal ID; company ID; company and personal credit / debit card(s); driving licence; personal clothing; personal hygiene items; vaccination record; personal medication etc.). Latter list is far from being exhaustive:

- ABCX Airways Crisis Communications Plan - including latest crisis contacts directory
- Copies of all associated and current fact sheets, FAQs issued to date etc.
- Appropriate (e.g. not 'flashy / loud / informal etc.') clothing (esp. if potential spokesperson)
- Laptop with portable printer; fob; memory sticks etc.
- Digital camera / smartphone equivalent; dictaphone (long record time) etc.
- Equipment / software etc. permitting remote e-mail, social media etc. access / capabilities
- 4/5G Mobile (Smart) Phone (or equivalent) + phone charger + universal adaptors etc.
- Satellite telephone(s) e.g. IRIDIUM (ideally with 24H world-wide comms capability)
- Corporate credit card with at least US\$100,000 limit
- Cash - US\$10,000 or equivalent (issued whilst en route - by Finance Crisis Support Unit)
- Name badges
- etc.

**Again, full detail on 'what to do / take' etc. as related to GO Team deployment and operations will be found in** (our separate document) **CRPM Part 1 (ERP) / Volume 5**



Attachment 1A to CCP Chapter 6 - **GO Team Information Form** - Person **1**

STAFF - in - CONFIDENCE when completed

Full Name:

Staff No:

Designation / Title:

Date of Birth:

Office / Home / Mobile Tel Numbers:

Nationality:

Passport No:

Passport Issue Place:

Passport Issue Date:

Passport Expiry Date:

Closest Relative / Next of Kin (NOK) - (*Name / Relationship / 24H Contact Info*):

Vaccination Details:

First Aid Training Details (include certificate number & expiry date):

Blood Borne Pathogen Training (include certificate number & expiry date):

Other Relevant Info e.g. are you / do you have diabetic; asthmatic; cardio-vascular disease etc.



Attachment 1A to CCP CH 6 - GO Team Information Form - Person **2**

STAFF - in - CONFIDENCE when completed

Full Name:

Staff No:

Designation / Title:

Date of Birth:

Office / Home / Mobile Tel Numbers:

Nationality:

Passport No:

Passport Issue Place:

Passport Issue Date:

Passport Expiry Date:

Closest Relative / Next of Kin (NOK) - *(Name / Relationship / 24H Contact Info):*

Vaccination Details:

First Aid Training Details (include certificate number & expiry date):

Blood Borne Pathogen Training (include certificate number & expiry date):

Other Relevant Info e.g. are you / do you have diabetic; asthmatic; cardio-vascular disease etc.





Attachment 1A to CCP CH 6 - GO Team Information Form - Person **3** etc.

STAFF - in - CONFIDENCE when completed

Full Name:

Staff No:

Designation / Title:

Date of Birth:

Office / Home / Mobile Tel Numbers:

Nationality:

Passport No:

Passport Issue Place:

Passport Issue Date:

Passport Expiry Date:

Closest Relative / Next of Kin (NOK) - *(Name / Relationship / 24H Contact Info):*

Vaccination Details:

First Aid Training Details (include certificate number & expiry date):

Blood Borne Pathogen Training (include certificate number & expiry date):

Other Relevant Info e.g. are you / do you have diabetic; asthmatic; cardio-vascular disease etc.



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## Guideline Instruction - 10 / Production of Chapter 7

### Checklists

This task requires the production of a Chapter 7 for your own, specific crisis comms plan

Chapter 7 should be reproduced (copy and paste) as per the information shown herein (starts next page). It **must** then be **adapted** accordingly to suit the specific requirements of your own airline

It will thus be necessary for the CSU's Rep + Alternate Rep(s) to identify / research, originate / document and complete said required checklists in this Chapter 7

Any such **checklists must** be associated with its corresponding **procedure** referred to in Chapter 3C - i.e. for each such CCT procedure, a corresponding checklist **must** typically be shown in **this** Chapter 7. (Reminder: Each Chapter 3C procedure typically matches, in turn, an associated bullet point from Chapter 1C)

To be clear here, you must produce all of **your own** CCT checklists (yourself) for inclusion in Chapter 7 of **your own**, specific crisis communications plan. (This guideline / template document [you are reading it now] **does not** provide these checklists for you [except as per what is referred to in the next para below])

Note that the checklists shown on pages 101 to 121 of this guideline / template document reflect **generic / representative** examples / samples only. They must thus be replaced **and / or** adapted **and / or** added to accordingly by **real** checklists appropriate to **your own** airline's (actual) operation / circumstances

Also note that **only four** of such example checklists have been included (as examples) in this Chapter 7. **'YOU'** will need to identify, originate and document the rest!

For example, on page 102, checklist item 3 - cross-reference is made to the 'Crisis Communications Centre Manager'. However, no checklist for this important, latter role / position has been included in the / our following Chapter 7. Of course, when producing the / your (associated) **real** checklists based on this Chapter 7 - **ALL such required checklists MUST be identified and included**

Templates for associated **'Fast Facts'** and suggested **'FAQs'** are also included

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 10** to your own airline's specific purposes and circumstances*



## Crisis Communications - Chapter 7

### Crisis Communications Team - (Some sample / example) Checklists

Whilst **Procedures** (see again Chapter 3C - page 55 if so required) describe **how to implement** the CCP in the necessary detail, manner, with what equipment etc. - **Checklists** (in contrast) are simply associated **reminders** - guiding what needs to be 'done / accomplished on the day' by CCT personnel - during any actual (real) crisis response ops; exercises etc.

Chapter 3 procedures are intended for **pre-study**. (Corporate Communications / PR personnel are expected to be [**must** be] familiar with them **before** any crisis occurs)

Chapter 7 checklists are designed as an aide memoire for practical use '**on the day**' of an actual (real) crisis; during associated exercises / drills / training etc.

Accordingly, for **each** appropriate **procedure** as per Ch 3 - there should be a corresponding / associated **checklist** documented in this Ch 7. Same applies to **your own** (real) associated plans etc.

### Examples

On pages 101 to 121 (of *this* document) will be found a selection of (typical) **sample** / **example** / **generic** etc. airline related Crisis Communication Team **checklists**

Content of said checklists is **representative** only. However, they **do** demonstrate a typical **layout** and **content** format - which might be used as a 'guide' by any airline Corporate Comms / PR CSU (CCT) - when producing actual (real) checklists for their own / similar use

Some sample templates for '**Fast Facts**' and suggested '**FAQs**' have also been included

### What Next?

The ABCX Airways Corporate Comms / PR CSU (CCT) shall review all sample / example / generic info in **this** Chapter 7 - and then update / change / modify said info accordingly (as required) - **so that it reflects actual airline** (ABCX Airways) '**reality**' - re practical use in their own, related plans

Note: The details included here reflect a relatively **simple sample / example** of reality **only**. Considerably more research, information, detail etc. will need to be accomplished and **results added** - again, so as to reflect reality 'on the ground / on the day'

**The importance of good, well written and appropriately targeted checklists cannot be over-emphasised. CSUs (including the CCT) must take the time / effort to get them right**

**N.B.** - In the absence of specific instruction to the contrary from the **CMC** team, the **Crisis Comms** Team is expected to **autonomously** and **unilaterally** follow its own established, crisis response **checklists** at times of crisis. The latter must be enacted in accordance with the declared ABCX Airways colour code alert state / actual crisis circumstances prevailing - 'on the day'



### Example Only

**Some Sample Checklists** (To be used only as an indication of layout and content type / format - of a [typical CCT] crisis response checklist)

#### 24 / 7 'On-call' Corporate Comms / PR department person - RED Alert Checklist

Note: If you are **not** the 'on-call' CCT person **and** you take some form of accident related call from a journalist etc. - respond by saying something like you will 'check out the information and revert ASAP'. Then immediately contact the 'on-call' CCT person via the 24H number xxx xxxxxxx (insert number here) - and pass on details of the call - double-checking that said on-call person **will** take responsibility for returning the relevant call

Note: See and note the contents of checklist item 13 (next page) **NOW** - and then return here

	Action	☑ ?
1	Contact airline's <b>Operations Control Centre</b> (OCC) and obtain accident details - ( <i>insert contact info here xxx xxxxxxx etc.</i> ) (Do <b>NOT</b> call OCC [they will be very busy!] <b>if</b> it has already issued an alerting message containing the outline accident details that you require)	
2	Contact 'on-call' <b>Crisis Communications Centre Controller</b> (CCC-C) ( <i>insert contact information here xxx xxxxxxx etc.</i> ) and provide crisis details as you know them. (This must be done, even if the initial alert information <b>cannot be immediately confirmed</b> )	
3	<p>Agree with Crisis Comms Controller an <b>immediate 'first alert' holding press release as a potential response to any early media enquiries.</b> (It is not intended for wide media circulation). A holding press release is likely to be along the following lines:</p> <p><i>"A possible incident has been reported involving Flight ABC xxx, travelling from AAA to BBB, scheduled departure date / time from AAA being ..... (Local date / time at AAA) and scheduled arrival for BBB being ..... (Local date / time at BBB)</i></p> <p><i>We are activating our emergency response procedures as a precaution</i></p> <p><i>No further information is available at this time. More information will be released as soon as possible and will also be available on <a href="http://www.abcxairways.com">www.abcxairways.com</a>. Ends"</i></p> <p>Re the 'note' at the top of this page - remember to also forward the above holding press release to the same journalist(s) etc. - who had initially contacted the airline at that time, if so required</p>	
4	Confirm with Crisis Comms Controller the person(s) to be nominated as first shift <b>CCC Manager</b> and those staff (e.g. spokesperson) earmarked for <b>potential GO Team</b> deployment (If / as required). Once (if) confirmed - alert and activate them directly ( <i>Contacts as per CCP Chapter 5 - CCT contacts directory</i> )	



24 / 7 'On-call' Corporate Comms / PR department person - **RED Alert** Checklist - cont'd

5	Activate / invoke the Crisis Communications Plan (CCP) by initiating the <b>internal CCT alerting and activation</b> procedure (as detailed in Chapter 4 of the CCP)	
6	Confirm with Crisis Communications Controller if <b>Dark Site(s)</b> is / are to be <b>activated</b>	
7	Discuss with Crisis Comms Controller whether to <b>remove</b> from the public domain all <b>advertising, non-essential passenger comms, sponsorships, promotional material / activity and similar</b> . This particularly applies to the airline's website and social media facilities	
8	When so instructed (and as per checklist item <b>6</b> above), direct the CCT's 'web support' rep and the 'on-line content' rep to <b>activate and manage the airline's Dark Site</b>  Further direct that the <b>immediate 'first alert' holding press release</b> (see this checklist - item 3 further above) <b>be published to said dark site and social media</b> facilities without delay ( <i>Contacts as per CCP Chapter 5 - CCT contacts directory</i> )	
9	When so instructed (as per item <b>7</b> above), contact the ABCX Airways department / business unit's 'on-call' CSU person (i.e. from airline's commercial / marketing / ecommerce etc. department) and direct him / her to <b>remove from the public domain all advertising, non-essential passenger communications, sponsorships and promotional material / activity</b> etc. - as per their own CSU's emergency response plan procedures ( <i>Contacts as per CCP Chapter 5 - CCT contacts directory</i> )	
10	<b>Consider if a codeshare, alliance or similar partner(s) requires notification</b> . If so, action accordingly by contacting the appropriate partner's crisis communications representative(s) ( <i>Contacts as per CCP Chapter 5 - CCT contacts directory</i> )	
11	<b>If crisis notification occurs outside of 'normal' office / business hours</b> , consider remaining at home / wherever - in order to make / take the required contacts / calls and to monitor the situation as per above, until the Crisis Comms Centre has been activated and a hand-over (from you to them) completed. However, if considered more convenient / practical / advantageous etc. (or otherwise as so directed) - relocate to normal work location as soon as possible	
12	Where necessary, arrange to <b>update the first alert holding press release and re-issue same</b> , following approval from the Crisis Communications Controller / whoever	
13	When appropriate, <b>report immediately to the Crisis Communications Centre</b> (upon actual activation of latter) <b>unless stood down by the CCC Manager</b> (e.g. so that you can work the second shift) - <b>OR</b> be otherwise assigned to some other duty e.g. as a member of the GO Team deployment (as appropriate)	
14	Maintain own <b>log of events</b>	
<b>End of Checklist</b>		



**Example Only** - Sample Checklists continued

**'On-Call' Crisis Comms CONTROLLER - RED Alert Checklist / (BEFORE proceeding to CMC + at CMC)**

Reminder: You are the senior CCT rep on duty / call and, as such, **responsible** (to airline's top manager + on-duty / call Crisis Director) for effective, efficient, expeditious etc. leadership of the ABCX Airways crisis communications response. **Whilst 'humanitarian assistance' related matters are a top priority**, the brand, image and reputation etc. of the airline must also be considered / accounted for accordingly **as a priority**

	Action	☑ ?
1	Agree with <b>'on-call' CCT person</b> an <b>immediate 'first alert' holding press release</b> . Decide on who will issue it to the 'media', how and when. Said release to also be provided to any other concerned / involved recipients, as per SOP and actual circumstances 'on the day'. <i>(For follow-up by the 'on-call' CCT person - see page 101)</i>	
2	Notify and assign / activate a <b>Crisis Comms Centre Manager</b> for <b>immediate</b> (crisis related) <b>duties</b>	
3	Confirm 'on-call' CCT person has / will initiate CCT's <b>internal alerting / activation procedure</b>	
4	(As / if required <b>ONLY</b> and as delegated to the person appointed as per checklist item 2 above) - allocate / alert appropriate <b>CCT</b> personnel for <b>potential</b> deployment as part of the airline's <b>GO Team</b> (incl. nomination of a GO Team <b>spokesperson</b> )	
5	Make contact with airline's 'on-call' / 'on-duty' <b>Crisis Director</b> . (Insert contact info here)	
6	Take decision re <b>Dark Site activation</b> on all ABCX websites. <i>(For follow-up by the 'on-call' CCT person)</i> Note: Also consider activation of social media type <b>crisis comms</b> procedures	
7	As appropriate - ensure <b>advertising, sponsorships, promotional material</b> etc. activity etc. is assessed and, as required, withdrawn / postponed etc. <i>(For follow-up by the 'on-call' CCT person)</i> Note: It will / may be necessary to co-ordinate / liaise with other, senior <b>managers</b> (e.g. Directors Marketing / Commercial / Ecommerce etc.) <b>before doing this</b>	
8	If appropriate, check that 'on-call' CCT person has / will initiate and maintain contact with crisis comms staff from <b>involved partner airlines / similar</b>	
9	Ensure (insofar as is possible) that the <b>impacts of screening live in-flight news, loading of newspapers on board aircraft and screening of in-airport and in-lounge TV news etc. - is assessed</b> and, as required, 'managed accordingly' (re media reporting of accident details). <i>(Contacts as per CCP Chapter 5 - CCT crisis contacts directory)</i>	
10	Decide if <b>local media</b> (i.e. local to airline HQ location / similar) should be <b>invited to travel with GO Team</b> (if relevant). If relevant, transfer responsibility for overseeing <b>initial</b> preparations for same to the 'senior crisis comms person' designated to deploy as part of said GO Team. <i>(Contacts as per CCP Chapter 5 - CCT contacts directory)</i>	
11	<b>Proceed to Crisis Management Centre (CMC)</b> and carry on with this checklist on arrival. <b>Remain contactable</b> (via all reasonable means) at all times whilst on duty	



**Crisis Communications Controller - RED Alert Checklist (continued)**

	Action	☑ ?
<b>Note: Consider combining checklist items 12 to 15 below - e.g. in a single telephone call to OR face to face briefing with - the CCC Manager</b>		
12	<b>Double check</b> that the Crisis Comms Plan has already been activated and that CCT <b>internal</b> alerting / activation is under way ( <i>insert CCC Manager contacts here xxx xxxx</i> )	
13	<b>Double-check</b> that CCC is (or soon will be) in a position to take early media calls via <b>Press Officer team</b> - and that appropriate ABCX Airways Press Office <b>contact details</b> have been (or will be) adequately disseminated to media by all suitable methods - including Dark Site / Social Media ( <i>insert CCC Manager contacts here xxx xxxx</i> )	
14	<b>Double-check</b> that <b>CCT representative(s)</b> (including GO Team spokesperson) <b>have been assigned to GO Team</b> (as / if applicable) and can meet the GO Flight take-off deadline (assuming GO Team deploying by air) ( <i>insert CCC Manager contacts here xxx xxxx</i> )	
15	Obtain <b>update of overall 'crisis communications'</b> situation from CCC Manager / whomever - & keep doing this at regular intervals throughout crisis. ( <i>insert CCC Manager contacts here xxx xxxx</i> )	
16	Obtain <b>update of overall crisis 'big picture'</b> situation from CMC sources / whomever – and keep doing this at regular intervals throughout crisis ( <i>Contacts as per CCP Chapter 5 - CCT contacts directory</i> )	
17	<b>Update</b> (& keep updating at regular intervals) the <b>CCC Manager on the crisis 'big picture'</b> situation as you know it	
18	<b>Re-review with Crisis Director</b> the feasibility / desirability of <b>offering seats to 'local' media</b> on the Go Team flight and, if appropriate, ensure that the senior CCT <b>GO Team</b> person (in conjunction with CCC Manager) continues to oversee all necessary arrangements	
19	<p><b>Discuss and agree</b> an appropriate, initial <b>crisis communications media strategy</b> with the Crisis Director - then communicate this strategy to the CCC Manager for use / guidance etc.</p> <p><i>Note: Re-review this strategy daily (or more often as required by circumstances) and communicate updates to the CCC Manager.</i></p> <p><b>IMPORTANT: Unless exceptional circumstances prevail - the chosen strategy should ALWAYS prioritise crisis comms with surviving accident VICTIMS and their associated</b> (not on board the accident flight) <b>Family, Relatives and Friends (FR)</b></p>	
20	Establish <b>contact</b> with nearest (to accident site) available <b>ABCX Airways Country / Regional / Area Manager</b> etc. - and provide all possible support and guidance - particularly if this person might be expected to be the 'temporary' local or on-site company spokesperson until arrival of the GO Team spokesperson	





**Crisis Communications Controller - RED Alert Checklist (continued)**

21	<p>Ensure (oversee provision of) <b>adequate, contracted</b> etc. <b>PR Agency resources are available and 'in use / supporting the crisis'</b> (if applicable [and in a crisis comms context]) close to the incident site and at all 'affected' countries / stations etc.</p> <p>Note: Where applicable, ensure that such PR Agency (Agencies) are also liaising adequately with appropriate ABCX Airways country / regional / area managers <b>and</b> the CCC Manager</p>	
22	<p>Ensure (oversee) that ABCX Airways <b>"phone home" scheme</b> has been internally communicated to all staff - by any and all possible means (this includes crew operating away from home base)</p>	
23	<p><b>Review</b> all initial and subsequent media press releases / statements and similar <b>external</b> communications (e.g. to other external stakeholders - [<b>before</b> they are released]), however released. Facilitate, update and * 'draft' approve them as required</p> <p>* Ensure that <b>legal</b> 'clearance' for all such communications has been made (e.g. via Legal CSU) and then passed on [via you for your own review &amp; <b>draft</b> approval] for <b>final</b> (ultimate) approval by the <b>Crisis Director</b> - then back to CCC Manager for <b>release</b> via all appropriate methods</p>	
24	<p><b>Review</b> all initial and subsequent <b>internal</b> communications, however released. Facilitate, update and * draft approve them as required</p> <p>* Ensure that <b>legal</b> 'clearance' for all such communications has been made (e.g. via Legal &amp; HR CSUs) and then passed on [via you for your own review &amp; <b>draft</b> approval] for <b>final</b> (ultimate) approval by <b>Crisis Director</b> - then back to CCC Manager for <b>release</b> via all appropriate methods</p>	
25	<p><b>IMPORTANT: Ensure</b> (oversee - in conjunction with CCC Manager) <b>the on-going co-ordination of all external &amp; internal communications</b> (however distributed) so as to ensure <b>consistency &amp; accuracy of same at all times</b>. Keep doing this throughout crisis</p>	
26	<p>Consult with Crisis Director &amp; top airline management as to <b>appointment of formal airline spokesperson(s)</b> - both in airline HQ country and at the accident location (initially - until arrival of GO Team [as applicable] and consequently after arrival of the GO Team [again, as applicable] at its destination)</p>	
27	<p><b>Agree</b> (with all concerned [particularly external parties which might be jointly conducting press conference with the airline e.g. local airport operator; Police etc.]) <b>an appropriate venue</b> near airline HQ (media reception centre) for <b>press conferences</b> - and also agree a draft <b>press conference schedule</b></p>	
28	<p><b>Confirm</b> with airline HQ / home country spokesperson(s) (when appointed) <b>the draft media interview / press conference schedule</b>. Also ensure that spokesperson(s) receive a detailed briefing and any necessary 'top up refresher' training before each and every 'live performance'</p> <p>Spokesperson(s) to be allocated 'professional / expert' support if available (e.g. sourced externally). Do likewise for any <b>GO Team</b> spokesperson(s) (as appropriate / if possible)</p>	



**Crisis Communications Controller - RED Alert Checklist (continued)**

29	Double check with CCC Manager that the necessary <b>media, internal and other stakeholder communications</b> are being generated & updated regularly to reflect latest information / situation	
30	Consider initiation of sympathy, condolence and similar type correspondence. Review situation frequently with CD and CCD Manager	
31	When appropriate & available, <b>ensure</b> (oversee) that all <b>CCC media, internal and other stakeholder communications</b> include details of how the 'public' can contact the <b>ABCX Airways Emergency Call / Contact / Information Centre</b> (once activated)  Note: Ensure that Media are carefully briefed, via all possible means, that the <b>ABCX Airways Emergency Call Centre contact information</b> <b>is provided for appropriate family, relatives and friends' calls only</b> and should not be used / abused by the Media. (To facilitate this - ensure provision of the correct ABCX Airways contact numbers (Press Officers) & other information for Media-related enquiries re the crisis)	
32	Via Security CSU and the CMC / whoever, <b>ensure any employees</b> (crew & other staff ) directly involved in the accident, together with their direct families, <b>are supported and protected from unwanted media intrusion</b>	
33	Ensure (oversee) accident site local authorities in charge, airport operator etc. - are contacted <b>with a view to 'exchange' of appropriate crisis communications type information</b> - and request ABCX Airway's participation in any <b>local</b> press conferences related to the crisis as appropriate. <b>Offer reciprocal arrangements</b> for any ABCX Airways sponsored press conferences - where appropriate. (Consider setup and operation of 'Joint Crisis Communications Information Centres' - where considered advantageous)	
34	Ensure (oversee) <b>media coverage is monitored, recorded</b> (where possible) and <b>responded to</b> in a timely manner (where appropriate)	
35	<b>Provide regular reviews</b> of the airline's entire crisis communications efforts <b>to the CD</b>	
36	Ensure (oversee) that <b>details of CMC activities, CCC communications, updates on GO Team deployment and actions etc.</b> - are effectively, regularly and consistently <b>communicated to employees / staff</b> throughout the entire ABCX Airways <b>internal comms network</b> - including any crew operating away from home base	
37	<b>Repeat all / any of the above items 1 to 35 as required + take all &amp; any other actions not already included in this checklist or the CCP / wherever</b> - which are / might be required to maintain the agreed crisis communications strategy and the integrity of the crisis communications response	
38	Maintain your own <b>log of events</b> throughout your shift & provide a <b>comprehensive handover brief</b> to your 'next shift' replacement	
<b>End of Checklist</b>		



### Example Only

### Sample Checklist

#### WRITER - RED Alert Checklist

	Action	☑ ?
1	Make all and any efforts to acquire and maintain a continuous awareness of the <b>general, developing</b> crisis situation AND response + the <b>specific</b> (associated) crisis communications situation / response	
2	Update press releases AND other written comms on a regular cycle in line with the crisis comms strategy e.g. ideally every hour to two hours during the first 6 to 12 hours of the crisis response - then as required e.g. by actual crisis circumstances 'on the day'	
3	Ensure (via CCC Manager) that <b>all</b> appropriate approvals (e.g. CCC Manager; Legal CSU; Crisis Comms Controller; Crisis Director etc.) are obtained <b>before</b> final release of all written crisis comms messages - whether internal or external	
4	Ensure (via CCC Manager) that approved and relevant <b>written</b> comms are <b>always</b> firstly made available to accident <b>victims</b> (as appropriate) + their (not having been on board the accident aircraft) associated <b>family, relatives</b> and <b>friends</b> (FR) - before release into the general public /media domain  <div>Note - it is possible that exceptional circumstances 'on the day' might make this requirement impossible to achieve - or otherwise inadvisable to put into effect</div>	
5	Ensure (via CCC Manager) that approved written comms are distributed using all and any methods available / appropriate e.g. local media direct; press agencies; dark site; social media; TV & radio etc.	
6	Ensure (via CCC Manager) that approved, written comms are continually <b>CO-ORDINATED</b> and made <b>CONSISTENT</b> with all other appropriate crisis comms resources within (and, as required / possible / practicable) outside of the airline e.g. other elements of the CCT; Flight Operations, Cabin Crew and HR CSUs, Commercial and Marketing CSUs, local and international media etc. <b>THIS IS IMPORTANT</b>	
7	Compile 'Fast Facts' + 'FAQ' type information sheets and update as required (see next page). Ensure that appropriate approvals have been obtained before release of same	
8	As directed - draft sympathy, condolence and similar type correspondence	
9	Maintain your own <b>log of events</b> throughout your shift - and provide a <b>comprehensive handover brief</b> to your 'next shift' replacement	
End of Checklist		



**FAST FACTS** - *Example* Only (list below is *not* exhaustive)

About the Accident / Incident			
Date / Time (GMT and Local), location and very <i>brief</i> details of occurrence:			
Basic Flight Details			
Flight number:			
Departure airport + scheduled and * actual date / time of departure (local time & GMT):			
* if appropriate			
Destination airport + scheduled and * actual date / time of arrival (local time & GMT):			
* if appropriate			
Number of crew and passengers on board:			
Details of any Dangerous Goods carried:			
Notes:			
The Aircraft			
Type / Model:			
Serial / Registration number:			
Age:	Flying hours:	No. of Landings / Take-offs:	
Engines - Type, Model, Serial Numbers:			
Date aircraft delivered to ABCX Airways			
Owned or leased? If latter, name of lessor??			
Aircraft previously flown by other operator(s)? If so - which operator(s) and what dates??			
When (date) + to which operator was aircraft originally (first) delivered by manufacturer?			
Aircraft's flying hours and number of landings / take-offs <u>before</u> delivery to ABCX Airways			
Notes:			



Previous 5 Flights by this Aircraft					
1	From:		To:		via:
Scheduled Departure date / time (GMT and local):					
2	From:		To:		via:
Scheduled Departure date / time (GMT and local ):					
3	From:		To:		via:
Scheduled Departure date / time (GMT and local):					
4	From:		To:		via:
Scheduled Departure date / time (GMT and local):					
5	From:		To:		via:
Scheduled Departure date / time (GMT and local):					
Aircraft's (Abbreviated) Maintenance Record					
Date of last Daily Check:					
Date of last A Check:					
Date of last B Check:					
Date of last C Check:					
Date of last D Check:					
Date of last engine overhaul					
ABCX Airways Crisis Response Activation					
Time incident reported to ABCX Airways:					
Time Crisis Management Centre activated:					
Time Humanitarian Assistance team activated:					
Time Emergency Call Centre activated:					
Time Crisis Communications Centre activated:					
Time GO Team activated (as required):					
Time GO Team deployed (as required):					
Etc.					
Notes:					



GO Team (Relief Team / Field Team etc.) - <b>AS RELEVANT</b>	
Departure airport etc. and scheduled departure date / time (GMT and local):	
Arrival airport etc. and scheduled arrival date / time (GMT and local):	
Transit stops:	
GO Aircraft type:	
Number of persons in GO Team:	
Departments / functions / companies etc. - represented on board:	
Senior airline official (Leader GO Team) on board (name and title):	
Name(s) of airline PR Reps on board: (name[s] and title[s]):	
Notes:	

Crew (of accident flight)	
Captain	First Officer
Licence Type:	Licence Type:
Total flying hours:	Total flying hours:
Hours on (accident aircraft) type:	Hours on (accident aircraft) type:
Length of Service with ABCX Airways:	Length of service with ABCX Airways:
Age:	Age:
Details of any additional Flight Crew on board:	
Number of Cabin Crew on board:	

Crisis Related Contact Information	
ABCX Airways Emergency Call / Contact Centre - for family, relatives & friends use <b>only</b> :	Tel: + xx xxxx xxxxxx (toll free within yyyyyyy) Tel: + xx xxxx xxxxxx Other:
ABCX Airways Press Office (media use only):	Tel: + xx xxxx xxxxxx Email: pr@abcxairways.com Other:
Website	www.abcxairways.com
TWITTER	TBA
FACEBOOK etc.	TBA



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**Example Only**

**A Selection of Typical FAQs (list is far from being exhaustive)**

**About the ‘Accident’ Flight and Aircraft:**

Q1. What was the accident aircraft’s flight number?

A.

Q2. What are the registration marks / serial numbers of the aircraft?

A.

Q3. Where did the flight depart from? Was this the scheduled departure airport? At what time? Was the departure on schedule? If not, how late and why? Were any en route / intermediate stops planned for / carried out?

A.

Q4. What was the flight’s destination(s)? What time(s) was it scheduled to arrive? Was (were) the arrival(s) on schedule? If not, why? Where did the flight actually land (as appropriate)?

A.

Q5. Was the flight scheduled to stopover (layover) at the intended destination?

A.

Q6. What is the aircraft type / model?

A.

Q7. How old is the aircraft?

A.





Q8. How many (total) flying hours and cycles (take-offs and landings) had the aircraft completed up to the time of the accident?

A.

Q9. What type / model / version of engines did the aircraft have, how many and in what positions / locations?

A.

Q10. Had aircraft previously operated with another other airline(s) - if so, which and when?

A.

Q11. When was original delivery date of aircraft from the manufacturer? To whom (which airline / organisation) was it first delivered

A.

Q12. How many flying hours and cycles had the aircraft completed before it was delivered to ABCX Airways and what was the date of this delivery?

A.

Q13. When did the aircraft have its last Daily; A; B; C and D checks and what was the date of the last engine(s) overhaul?

A.

Q14. What type type(s) of cargo, baggage and mail etc. were on board - and what was its weight?

A.



Q15. Was any of the cargo carried classified as being 'dangerous goods'? If so, what type(s) of dangerous goods and where in the aircraft / aircraft's cargo hold were each they located?

A.

**Crew and Passengers:**

Q16. How many crew and passengers (exactly / approximately / not known) were on board?

A.

Q17. Do you have an accurate crew list and passenger list?

A

Q18. Any uninjured survivors? If so, how many were passengers and how many were crew?

A.

Q19. Any injured survivors? If so, how many were passengers and how many were crew?

A.

Q20. Were there fatalities? If so, how many were passengers and how many were crew?

A.

Q21. Were there any ground victims? If so, how many and what is their current status and location etc?

A.



Q22. Where have the uninjured survivors been taken (as appropriate)?

A.

Q23. In which hospital(s) are the injured being cared for (as appropriate)?

A.

Q24. Where are the dead being kept / taken to (as appropriate)?

A.

Q25. What provisions have been made (if any) for body storage in case of mass fatalities overwhelming local mortuary, undertaker etc. resources?

In such circumstances, what additional provision had been made (if any) for the effects of high ambient temperature vs body decomposition (as appropriate)?

A.

#### **The Crew Specifically:**

Q26.

- What are the names / nationalities of the Captain, the First Officer + any other operating flight crew?
- What are their respective total flying hours, and their hours on this type of aircraft?
- How long respectively have they been working for ABCX Airways?
- What is their respective previous flying experience before flying for ABCX Airways?
- What is their current status respectively i.e. dead, critically injured, injured, uninjured, missing / not known

A.



Q27.

- What are the names / nationalities of the cabin crew?
- How long respectively have they been working for ABCX Airways?
- What is their current status respectively i.e. dead, critically injured, injured, uninjured, missing / not known

A.

#### The Accident:

Q28. **When** did the accident occur? (Date / time GMT + equivalent **local** date / time at accident location [state whether daylight saving time or not in force])

A.

Q29. **Where** did the accident occur? (Latitude & Longitude + Airport name and country OR direction and distance of accident site from nearest prominent city, natural feature etc.)

A.

Q30. **What** are / were the (concise) circumstances of the accident?

A.

Q31. When did the last communication from the aircraft / pilot take place? At this time did he / she indicate that there was a problem?

A.

Q32. Could the accident have been caused by / linked to terrorism and / or unlawful interference?

A.



Q33. What were the weather conditions at the time (of the accident) i.e. at / near to the accident location?

A.

Q34. Is the accident site accessible to emergency / rescue crews? If so, are emergency / rescue crews actually there (on site) or 'on the way'?

A.

Q35. What are the weather conditions like **now** at the accident location and what is the shorter term weather forecast?

A.

Q36. Is looting / similar an actual or potential concern / problem at the accident site?

A.

Q37. Which authorities are in control at the site?

A.

Q38. Have you (i.e. the accident airline) sent / are you going to send a relief (GO) team to the accident site?

A.

Q39. Who is / will be on the relief / GO team, how is it getting to the accident site, what time is it expected to arrive there - and what is expected of said GO Team after arrival?

A.



Q40. What is the accident airline doing / what is its involvement - re any investigation of the aircraft accident?

A.

Q41. Have you set up any airline crisis management centres - if so, how many, where, who is in charge of each and what are their outline 'terms of reference'?

A.

#### **Humanitarian Assistance:**

Q42. Has (will) an emergency 'call / contact / information centre' been set up (by / on behalf of the accident airline) which non-flying (not on board the accident flight) families, relatives and friends - FR (but **not** the media) can contact - in order to enquire about loved ones who may have been travelling on the flight? If so, what are the contact details? When is it expected to open? What is its call taking capacity per 24H? Will calls to the centre be free? Are translators available? Does it provide 'additional' services e.g. arranging FR travel to / near to accident location etc?

A.

Q43. Will you (the accident airline) set up and operate a Humanitarian (Family) Assistance Centre(s)? If so, when will the centre(s) open? Where will the centre(s) be located? Who will manage and man it / them? What facilities will it / they offer etc.?

A.

Q44. Have you assigned a humanitarian assistance team to provide humanitarian, welfare and similar support to accident victims and their associated families, relatives & friends?

A.

Q45. Will you transport families, relatives & friends to / as near as possible to the accident location? If so - when will this be and how many can travel? Where will they be accommodated and who will look after them? Will all of this be provided free of charge? Can they expect to be allowed to visit the actual accident site itself etc?

A.



Q46. Have you paid / are you going to pay any 'immediate economic needs' type and / or similar payments? If so, how much are you expecting such payments to be?

A.

#### Crisis Communications:

Q47. Have you set up a 24H Crisis Communications Centre / Press Office? If so, where is it located and what are the contact details?

A

Q48. Are you operating a dark site? If so, what are the details?

A

Q49. Are you operating social media facilities associated with the crisis? If so, what are the details (including whether or not a social media interaction service [i.e. 2 way social media communications] will be operated)?

A

Q50. TBA

A

Note - the above list of FAQs does **not** cover all potential questions. It has been provided as an **example only** of just some of the typical things to think about when preparing FAQs - (There will be more e.g. many of the questions will need to be changed e.g. to reflect the type of aircraft operation involved - such as passenger; cargo; VIP / Executive; military etc. e.g. are 'partner' airlines involved? - Codeshare / alliance / charter operators etc.)



### Example Only

### Sample Checklist

#### Press Officers - RED Alert Checklist

	Action	☑ ?
1	Ensure you are familiar (and maintain familiarity) with the latest details re the accident	
2	Take / make crisis related telephone calls from / to media and maintain a record of same (use <b>media enquiry log sheet</b> attached below [photocopy sufficient quantities as required])  If media enquiry log sheet is completed 'electronically' - ensure that the soft copy is <b>always</b> backed up by an associated hard copy	
3	Channel all requests for information, interviews etc. - through your Press Office Team Leader - and maintain a record / log of same	
4	Take appropriate action to prioritise follow up actions by the CCC where it is necessary to revert quickly to a journalist e.g. having a tight deadline	
5	Always return calls if you have undertaken to do so	
	End of Checklist	





**Recommended Priority for Action:** ☒ High: ☐ Medium: ☐ Low:

CRPM Part 1 / Vol 9 / Guideline-Template / Airline Crisis Communications Plan - Reviewed April 2024



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#### Guideline Instruction - **11** / Production of **Appendices**

Add 'Appendices' to your crisis comms plan at your own discretion e.g. 'copy & paste and adjust' any / all of those suggested on pages **124** to **193** below. Replace them and / or add more from your own sources / at your own initiative - if / as required

Note: appendices can be used to provide a useful variety of additional, relevant material

***As always adapt any information shown to suit your own airline's specific requirements***

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt (as required) this **Instruction 11** to your own airline's specific purposes and circumstances - both during pre-planning and the actual response itself*



Appendix A to CRPM Part 1 / Volume 9

ROLES / RESPONSIBILITIES of **OVERSEAS / FOREIGN PR AGENCIES** ENGAGED by ABCX AIRWAYS

## Introduction

In the event of a major ABCX Airways aircraft accident, PR agencies etc. world-wide (**employed by / contracted to** ABCX Airways as per 'normal business'), **MUST ALWAYS** (in a crisis comms context and also 'subject to relevant content of the associated contract' - as appropriate) 'take their lead' from the ABCX Airways **Crisis Comms Centre** (CCC) **Manager** or equivalent person, **at airline HQ**

Any such PR agencies **located in the 'accident country' itself** - shall / should liaise directly with said CCC Manager (e.g. as to what is / might be required / requested of them in the circumstances prevailing) and, if / as so directed etc. (or at own discretion if so required) - do likewise with any **local** and **relevant** ABCX Airways Country / Regional / Area / Station Manager(s) accordingly

Other (relevant to crisis) PR agencies (as / if appropriate) will receive regular 'crisis' related updates and possibly instructions / requests (actions to take / consider taking) from the CCC Manager. Again, any crisis response media initiatives proposed unilaterally by any PR agency / agencies (as per above) must (typically) be cleared with / approved by the CCC Manager

Consideration must also be given where there **will** be PR type issues etc. to address outside of the ABCX Airways home / HQ country - **and** also outside of the country (if any e.g. accident might have been over 'the' ocean) where the accident actually occurred (if different) e.g. the accident aircraft may have passengers on-board from numerous, different countries worldwide - all of which (the relevant contexts) would need to be considered from PR related viewpoints

## Typical Roles and Responsibilities of Associated / Appointed PR Agent etc. - **located** in country where accident occurred

**IMPORTANT** - Following info is representative only / is not exhaustive

- In conjunction with accident airline's **local** Country / Regional / Area / Station Manager(s) (if any) - act as primary **crisis comms** link with the CCC Manager at airline HQ
- Continually provide appropriate information (as it becomes available) re **local** crisis comms situation, to CCC Manager + any (relevant) local Country / Regional / Area / Station Manager(s) etc. - as appropriate
- Provide appropriate **advice, guidance, support** etc. (re **local** crisis comms matters), as required, to the CCC Manager - plus any local Country / Regional / Area / Station Manager(s) etc.
- In conjunction with local Country / Area / Regional / Station Manager(s) and if so **pre-cleared** by the CCC Manager - prepare and release statements / other written comms to the **local** media
- In conjunction with the local Country / Regional / Area / Station Manager(s) (as applicable), set up/ conduct media conferences; interviews etc. - **strictly in accordance with directions provided by the CCC Manager**



- Establish PR links / co-operation etc. with PR reps (if any) from any other parties directly / partially involved - e.g. airport operators, emergency services, local government etc. Liaise with them accordingly re issue of e.g. **their own** press statements / releases and other crisis comms matters, so that the CCC might become rapidly aware (and correct if necessary) of what same are 'saying' about the accident.
- As applicable, update, liaise with and support the accident airline's Go Team (crisis comms element) upon 'local' arrival
- Monitor local media and report significant developments to the CCC
- ..... and so on

#### ***Roles etc. of Overseas PR Agencies - \* not located in country where accident occurred***

\* Note: It has been assumed here that such PR Agency (Agencies) operate in countries **relatively close to** the country where the accident occurred - **and also** that said countries share similar cultural, ethical, political, religious etc. values - as the accident country

Where above assumptions are **not** the case, it is expected that all crisis comms matters will be managed directly by the **CCC at airline HQ** together with the airline's **GO Team** - after its local arrival 'on-site' (as applicable)

If 'the' accident occurs in a country near yours - where / in which no (direct, appointed, ad hoc) ABCX Airways PR agency exists, you may be requested to provide direct PR support, to the ABCX Airways crisis comms effort **in that other country**

Following list is representative only / is not exhaustive

- Act as the essential crisis comms **link** between the country where the accident occurred and the Crisis Communications Centre at airline HQ
- Provide appropriate **information** (re **local** crisis comms **matters / situation** etc.), as it becomes available, to the CCC and the local Country / Regional / Area / Station Manager(s) (as applicable for latter)
- Provide appropriate **advice, guidance and support** (re local crisis comms matters), as required, to the CCC and the local Country / Regional / Area / Station Manager (as applicable)
- In conjunction with the relevant, local Country / Regional / Area / Station Manager(s) (if any), release press statements and other written communications to the local media, **as pre-cleared by the CCC**
- Establish links with PR staff of other third-parties (if any) directly involved in the relevant country (countries), e.g. airport operator, emergency services, local government etc. - and liaise with them re issue of their own press statements and other crisis communications - so that the CCC is aware of what such other parties are saying and when - and may be able to provide associated input accordingly
- Monitor local media and report significant developments to the CCC



Note: All contracted PR agencies throughout the ABCX Airways network should have their **own, local** PR crisis comms **plans** for **each** ABCX Airways airport / country within their 'sphere' of responsibility, as **previously agreed** with ABCX Airways. Said plans should reflect (insofar as is possible / practicable) the requirements of the ABCX Airways Crisis Comms Plan - and be 'signed off' as fit for purpose by the airline's most senior Corporate Comms / PR Manager

Such PR agency crisis comms plans should cover e.g. issues such as emergency telephone etc. contact details; location of local press reception centre / equivalent facility; provisions for an appropriate PR executive to support the local ABCX Airways Country / Regional / Area Manager(s) (if any); provisions for an appropriate PR executive to support the local ABCX Airways Station Manager(s); support for the GO Team crisis comms team, company spokesperson etc - after arrival 'in situ / on-site'

Such plans should also identify the senior ABCX Airways manager/s in the area (if any) able to act as airline spokesperson(s) for press conferences, television /radio interviews etc. - in the appropriate **local** language(s). All such managers should be trained for this role (by ABCX Airways) and be 100% supported by the appropriate PR Agency / Agencies

Local Crisis Communication Plans for ABCX Airways should be trained for by all relevant / engaged PR Agencies at least 6 monthly and exercised at least annually. Documented records of training and exercises conducted shall be maintained for audit purposes

Local Crisis Communication Plans should be reviewed at least every six months by each such PR agency. Copies of updated PR agency crisis comms plans (as applicable) should be sent (after each such review) to the ABCX Airways 'person in charge' of the Crisis Communications CSU (Crisis Support Unit) at airline HQ



Appendix B to CRPM Part 1 / Volume 9

CRISIS COMMUNICATIONS INVOLVING 'PARTNER' AIRLINES

In the event of a major aircraft accident involving a 'partner' (codeshare, lease etc.) airline type situation, it must be ascertained which airline is the **OPERATING** carrier / airline and which is the **MARKETING** carrier / airline (this should be obvious of course!)

**Operating Carrier is not ABCX Airways**

If **ABCX Airways** is the **marketing** airline and ABCX Airways customers **were** (had been) actually on board the (other [operating] airline's etc.) accident flight, the crisis comms procedures laid down by the **operating** airline will typically be used by ABCX Airways for 'guidance' - in its own crisis comms response

Full and frequent liaison (both before and after any such accident potentially / actually occurs) must obviously take place between said airlines - so that the best interests of ABCX Airways and its customers are adequately represented

The ABCX Airways Crisis Comms Centre may or may not be activated - depending on actual accident circumstances 'on the day'. Even if activated, its 'usual' manning levels, associated duties etc. - might be reviewed downwards

However, where relatively large numbers of ABCX customers **were** / **had been** involved, consideration shall be given to placing (deploying) a senior and experienced ABCX Airways crisis communications qualified person(s) (e.g. a currently trained / exercised Crisis Comms Controller and / or Manager) within (to) the Corporate Comms / PR department of the operating airline (if feasible) - for as long as is required by actual circumstances prevailing

Where the operating airline is perceived by ABCX Airways as having no or little viable crisis communications organisation / response / plan capability etc. - ABCX Airways will **consider** **unilaterally** managing and running its **own** crisis comms ops re its **own** customers (who had been on board said partner's accident flight) ..... **OR possibly** offering a full crisis comms service on behalf of **both** itself and the partner airline (with agreement of the latter of course)

**Operating Carrier is ABCX Airways**

ABCX Airways will assume 'primacy' for both airlines, in most aspects of associated crisis comms ops

The crisis comms rep(s) (**CCR**) of the partner operator will be contacted (without delay) accordingly and notified of the current situation. In the event that the CCR becomes aware of the accident **before** being so contacted by ABCX Airways - he / she should make immediate contact with the latter's 'Crisis Comms Team' as follows:

*Insert appropriate contact details here* .....

Subsequently, the ABCX Airways **CC**'s '**International Co-ordinator (IC)**' (or equivalent person) will establish and maintain regular contact and close co-operation / co-ordination with the **CCR** - and keep him / her / them fully informed of relevant aspects re the on-going, crisis comms situation



Whilst ABCX Airways will typically 'take the lead' (assume primacy) for the (joint) crisis comms effort, certain aspects will need to be managed by the partner airline itself. Again, close contact, co-operation and co-ordination between all concerned should ensure that such situation is managed to the satisfaction of both

***Suggested Roles of Partner Airline's CCR (i.e. where the Operating Carrier was ABCX Airways)***

- Full and regular (2 way) liaison with the ABCX Airways Crisis Comms Centre (CCC)
- Inform ABCX Airways CCC of relevant media queries received + all other appropriate matters..... as related to the **joint** crisis comms response
- Liaise with CCC **before** issuing any (of its own) communications; giving interviews etc.
- Monitor 'local media' (as related to the accident) and advise CCC of anything 'significant'
- Release / distribute ABCX Airways originated press statements and other crisis comms related material (as relevant) to his / her **'local'** media (on behalf of ABCX Airways)
- Consider providing / deploying a crisis comms rep(s) to the ABCX Airways CCC





Appendix C to CRPM Part 1 / Volume 9

**Dark Site - More Information**

See below for a 'stylised' example of what a typical, airline **dark site** webpage might look like:

**ABCX Airways - Information related to the accident / incident to Flight ABC 1234 from AAA to BBB on date / time** (latter refers to *scheduled* time of departure of Flight ABC 1234 from AAA)

**Press Release # 1**

**Press Release # 2 etc.**

**Fast Facts:**

**FAQs:**

**Further Information for Families, Relatives and Friends** (including associated airline contact details):

**Further Information for Media** (including associated airline contact details):

..... and so on

The Media are respectfully requested to respect the privacy of all families, relatives and friends associated with those on board the accident / incident flight. In particular, they are asked **not** to call the ABCX Airways Emergency Call / Contact Centre - which has been set up specifically for use by such families, relatives and friends ONLY

ABCX Airways has provided a specific contact centre **for the media.** Details are provided below:

.....







Click on **Button** to go to **normal business** ABCX Airways Website Homepage 



## CRISIS RESPONSE OPERATIONS - *Some Considerations re Use of a 'DARK SITE'*

Note - for definition of 'dark site' - see page 30

### What?

During a major crisis it is essential that the 'affected / impacted organisation' communicates its ongoing 'versions of events' - before anyone else (particularly the media [but also the 'public' - due so much social media etc. now being available to them]) can so do. Today, the provision of timely and accurate information (in such circumstances) must be considered to be a **vital component of any crisis communications strategy**

Accordingly, development of a 'dark site' as **part** of an organisation's (an 'airline' for the contexts applicable here) overall crisis response / crisis comms planning effort **is essential**

### Why?

In the face of major crisis it is common for larger organisations to use 'dark sites' to assist (be an integral part of) their overall crisis response effort - particularly in the provision of up to date / accurate information to all appropriate stakeholders - and more particularly, the media

**Airlines** are typical organisations (many of) which will include use of dark sites in their overall crisis response / crisis comms strategy - with same typically replacing the airline's **main (normal business)** web site **home page** (temporarily and for a requisite period - depending on crisis circumstances) immediately post major crisis occurrence

However, do note that the airline's **main (normal business)** web site home page should typically still (**also / additionally**) be available - usually via a clear but simple link (clickable button) on 'the dark site page' itself (see again 'stylised' diagram - bottom of previous page - for an example)

Typically, an airline's dark site contains crisis related messaging and information - e.g. press releases, official statements, appropriate photographs / images, background information, frequently asked questions / fast facts and, most importantly, updated information on 'what's happening' etc. - to all those directly, indirectly (and possibly adversely) affected by an associated crisis

The dark site also includes details of reliable / relevant contact information (e.g. typically a mix of toll free and toll paid telephone number hotline[s]; social media, email etc.) where families, relatives and friends (who had **not** been travelling on board the accident flight) of aircraft accident victims (who typically [but not exclusively - think 'ground victims'] **had** been on board the accident flight) can make contact with a real airline / airline representative person - who should be able to provide the appropriate assistance

In addition to versions of the dark site being published in the 'home language' of the organisation 'suffering' the crisis, strong consideration should be given to also using (at least some) appropriate languages related to other target audience(s) of the dark site - as appropriate to actual circumstances 'on the day'

For example, re the Air France mass fatality accident in the mid-Atlantic ([AF 447](#) - 31 May / 01 June 2009) the mix of nationalities on board would have typically required dark site information presented in **at least** French and Portuguese - and **ideally** German and English also! In extremis, dark site information should **always** be published in, at least, **English**



Note that much (but not all) of the info published to an airline dark site (post an actual crisis) - can typically only be prepared / added in the shorter term i.e. just before its release

However, info e.g. relating to technical details of an aircraft type involved in an accident; background details of the parent airline, accident flight's crew etc. .... obviously can (and should) be **pre-prepared** accordingly - and thus be immediately available to load, download onto said dark site - as required / so authorised etc.

## How?

### General

An airline's **dark site** is typically **'found'** (accessed) via its **main** website e.g. **'ABCX AIRWAYS.com'**

The dark site is typically **'stored'** - ready for rapid activation e.g. on the organisation's own servers; on a suitable, **independent** (external) server / device etc. Generally speaking, it is safer to store the dark site on the latter (independent [external] server) for a number of valid reasons - not gone into further here

**Bandwidth** to / from such server(s) should be adequately suitable and failsafe - as should the **storage capacity** of the server itself i.e. **both** should have enough capacity etc. to adequately deal with what the world is going to be throwing at them, post a relevant, (aircraft related) catastrophic type event

All of the above are vital considerations to 'getting it right' e.g. 'hits' on an airline's website (normal and / or dark site mode) following a catastrophic aircraft accident will **typically** be **many, many multiples higher** than those envisaged (thought possible) by the IT / ICT capacity planners' projected, absolute maximum loadings for **normal** business

If the above has not been adequately accounted for - expect (associated) **BIG** problems re crisis communications during actual crisis response ops

### Design (Best Practice)

Dark site design should typically be clean, clear and simple - so as not to distract from the content. Branding should be absolutely minimal for **dark sites** and at **most** typically include just the company name, logo and possibly **very** limited use (perhaps a hint) of corporate colours

However, best practice favours **unbranded** dark sites (other than perhaps the name of the organisation [airline]) with e.g. muted grey backgrounds. This is so 'as to be seen' to be focussing on the crisis issues at hand - rather than possible (if inadvertent) 'marketing' and / or similar

An alternative might involve e.g. a transparent, slightly tinted overlay of the main ('normal business') home page. Said overlay would display e.g. a prominent banner and 'clickable' button(s) etc. - 'inviting' the reader to 'click' on a designated button etc. - leading to more detailed 'crisis' related info - **OR** click on an alternative 'button' etc. to e.g. view the main (normal business) home page - free of the transparent overlay and associated crisis related information etc.



## Content Update and Editing

A dark site's content must be editable quickly and easily (and also remotely, if possible) - generally **without** the need for support from ICT / 'webmaster' etc. type specialists / tools etc. The procurement and effective use of good website content publishing / editing tools will facilitate this

## Getting the Dark Site to the Target Audience (and / or vice versa)

Preferred Method - Converting an organisation's (passenger airline in this case) **normal business 'home page' to a 'dark site'** is the most effective way of ensuring that target audiences (at time of related crisis) can access said dark site with minimum fuss, time and effort. Note that the airline's 'normal business' website should still be used for initial access - but with some form of simple and reliable redirection to the dark site home page being provided. (Note: The latter [dark site] home page should also include a simple link [button] which, if clicked etc. - would take the user back to the airline's main [normal business] home page)

## IMPORTANT REMINDER - Server 'Meltdown'

A **MASSIVE** surge in traffic (hits) to (on) an organisation's main web site(s) can be expected during a major crisis affecting said organisation - being particularly applicable to the 'catastrophic airline (aircraft) accident' situation. Said 'surge' is likely to be many multiples larger than envisaged by the average airline IT / ICT department; web hosting company (if separate from the airline) etc. - when initially planning for the 'disaster recovery' response

Consequently, it is vital to have sufficient infrastructure (adequate bandwidth; server(s) capacity; a comfortable contingency allowance for both of the latter etc.) **already in place** - to cope with such anticipated surges, so that the main (normal business) web site continues to function as required - and similarly for the dark site, if hosted on the same server(s)

An additional way to increase server capacity is to 'load shed' - i.e. disable **pre-selected** 'heavy load' **normal** business apps / programmes. There will obviously be some form of 'penalty' in so doing

*If all of the above (and more) is not adequately accounted for 'pre-crisis' - there is an **extremely high probability / risk** that the number of 'hits' on the main website (and thus possibly the dark site also) will effectively render **both** site(s) unusable - commonly known as 'server meltdown / lockup / overload' etc. The latter does no good whatever to the accident airline's brand, image and reputation etc. - possibly to the extent that the eventual 'fallout' could contribute to failure of the airline itself*

*A particular problem here is that many airlines tend to **very significantly underestimate** the amount of additional website bandwidth, server capacities etc. required following a major crisis*

*Remember - if users can't access any particular 'target' site, they will go elsewhere for information - which will typically thus be outside of the organisation's (airline's etc.) control*

**IMPORTANT** - It is **vital** that the above risks are adequately accounted for



## Use of Organisations' *Intranet*

Organisations in crisis should consider set up of dark site equivalents on their own internal *intranet* sites (if available) - in a similar way to that already described above for the *internet*

Target audience for the *intranet* dark site is typically the organisation's own staff i.e. the intranet dark site can be used as one method of augmenting *internal* crisis communications

### More

## Social Media and Crisis Communications

Social media communications such as 'FACEBOOK', 'TWITTER (X)' and 'YOUTUBE' (there are many more) are increasingly being used by organisations to manage (or not!) certain aspects of crisis communications in near real time, including dark site operations. Airlines etc. not fully geared up to same as part of an overarching / associated crisis comms strategy - **do so at their risk**. (See page 158 for more info)

Notes:

A **dark site** typically needs to evolve over the course of a crisis. Initially the focus might be e.g. on providing crucial, crisis related and general information to appropriate stakeholders, with particular emphasis on surviving accident victims - together with the associated, non-involved FR of **all** victims - (alive or otherwise for the latter). Subsequently the emphasis might also include (the list is not exhaustive):

- Focusing on how the crisis is being 'managed'
- Progress of the air accident investigation process - insofar as is permitted 'so to know'
- Humanitarian assistance; financial assistance; other welfare issues; immediate compensation etc.
- Brand, image and reputation issues
- Establishing a sound and publicly acceptable exit strategy
- Transitioning back to 'business as usual'
- \* Associated (typically longer term) legal matters (e.g. longer term compensation matters; court cases etc.)

\* Note - such matters are typically likely to be over the long / longer terms – running e.g. into several years or even longer

Another often forgotten advantage of maintaining a dark site is that, in its creation and subsequent review (recommended at least 6 monthly for latter) - airlines are effectively 'compelled' to examine and review (in turn) certain aspects of their crisis management procedures (including the crisis communications aspects of same) - which can be no bad thing!

## Some useful tips / reminders:

- Data entry and **basic** management of the dark site should be designed so as to be achievable without specialist (ICT) intervention
- The dark site should present information in the most appropriate language(s) for target audience(s). English **must always** be used - but the nationalities (and numbers of such nationals) on board the accident flight will dictate **any other** language(s) chosen. There must be a reasonable limit to this - and it is suggested that **no more** than 3 or 4 different languages (including English) are used, if so warranted



- Provide the appropriate 'tools' on the dark site which will make it easier for people to obtain related crisis info updates from additional sources e.g. Twitter / X (including use of hashtag [#] and retweeting), Facebook (including use of hashtag [#] etc.), Youtube, RSS feeds, email notification services etc.
- Further to the above, ensure effective cross-links between the airline's 'normal business' website, its dark site, social media channels etc.
- Ensure additional bandwidth and server capacity can quickly be made available when the dark site goes live (just in case the number of projected hits is well exceeded 'on the day' and might thus cause the site to 'crash')
- Establish the dark site on a completely different server and system from the server used for the main (normal business) website - not just because of potential 'capacity' problems - but also in case the normal business server 'goes down' for any reason (e.g. not necessarily associated with the air accident response situation)

Ideally, such dark site server should be located sufficiently remotely from the normal website server, so as not to be impacted adversely by e.g. local, materialised threats to the latter - such as building fire, power failure, 'local' natural disaster etc.

For details of a dark site case study related to a **real** (mass fatality) air accident, see appendix **H** to this CRPM Part 1 / Volume 9 guideline / template - starts page **184**



Appendix D to CRPM Part 1 / Volume 9

**Additional (Miscellaneous) Supporting Material**

The following material comes (in no particular order) from various different sources and is in no particular order / priority. It may be useful to some and not so useful to others. Accordingly, use it as required (adapted as necessary) re 'your own' crisis communications plans

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Appendix **D1** to CRPM Part 1 / Volume 9

**Typical Airline Accident (Initial) Report Format** - sent to appropriate state (country) authorities etc.

Legal responsibility for notifying (to the appropriate authority/ies) an accident or serious incident rests with the Aircraft Commander or, if he / she is 'not available' - the aircraft operator. If the accident occurs on or adjacent to an aerodrome, then the aerodrome authority is also required to notify the accident or serious incident to the appropriate authority/ies

Whomsoever the 'local authority' might be - the **Police** should also be notified, if not already aware

**ACCID / INCID**

- ✓ **Aircraft Type, Model, Nationality, Registration Marks, Serial Number**
- ✓ **Name(s) of Aircraft's Owner(s), Operator, Hirer etc.**
- ✓ **Name of Pilot in Command** (Aircraft Commander / Captain)
- ✓ **Nationalities of Crew and Passengers** (by numbers)
- ✓ **Date and time (GMT / UTC) of the event**
- ✓ **Last point of departure and the next point of intended landing of the aircraft involved**
- ✓ **Position of the accident in relation to some easily defined geographical location** (also provide latitude and longitude and / or appropriate map grid reference if possible)
- ✓ **Number of crew on board and the number killed or seriously injured**
- ✓ **Number of passengers on board and the number killed and / or seriously injured**
- ✓ **Number of any other persons killed or seriously injured as a direct result of the accident**
- ✓ **Circumstances of the accident as far as is known + extent of aircraft damage**





Appendix D1 to CRPM Part 1 / Volume 9 - continued

In addition to the report shown above, ICAO Annex 13 (Notification of Reportable Accident / Incident) also requires the following to be included:

1. An indication as to what extent the investigation will be conducted (and / or is proposed to be delegated) by the State (Country) of Occurrence (where the accident took place)
2. Physical characteristics of the accident or serious incident area, plus an indication of access difficulties and / or special requirements etc. needed to reach the site
3. Identification of the originating authority (of the reporting authority???) and means to contact the investigator-in-charge and the accident investigation authority of the State of Occurrence at any time - and
4. Presence and description of dangerous goods on board the aircraft



Appendix **D2** to CRPM Part 1 / Volume 9

**Policy on Release of Names from the Accident Flight's Passenger and Crew Lists etc**

Applicable local (or otherwise) law and / or regulation and / or custom and culture and / or best practice etc. - typically (but not always) applies to the release of names (listed in the accident flight's passenger list [passenger manifest] and crew list [general declaration] etc.) - into the public domain. Assuming that any such legal / regulatory etc. compliance *is* maintained / forthcoming, the airline should typically still **not** release such names without firstly seeking **additional** approval from the following (if not already done) (list is not exhaustive):

- Appropriate Government / equivalent agencies in charge of or otherwise closely related to the crisis (e.g. Police, Air Accident Investigation agency etc.)
- Surviving accident victims (if practicable / possible etc.) and associated / appropriate family, relatives and friends (FR) etc. of **all** victims if appropriate - (particularly next of kin / closest relative type FR) - as applicable, possible, feasible etc.
- Names associated with code share, mutual / similar partner airline(s) etc. - as relevant
- ABCX Airways Crisis Director or equivalent person

Once all clearances have been given / provided as per above, associated names should ideally be released into the public domain as soon as possible **after** FR notifications have been made

Note 1 - in a **very** small number of countries, it is law and / or cultural custom etc. to release the passenger manifest and crew list (names of all those who had been on board the accident flight) into the public domain **immediately** upon receipt - without first notifying the airline and / or surviving victims and / or family, relatives and friends of all such victims etc.

Note 2 - Actual circumstances 'on the day' might exceptionally dictate / 'strongly suggest' that victim name lists are released into the public domain at some specific point (time) - regardless of whether or not all / any of the bullet point approvals listed further above have been met, **excepting the one concerning the Crisis Director** or equivalent person

**Death Notifications** (of accident victims) to associated FR (e.g. to Next of Kin / Closest Relative)

The laws / protocols / customs and culture / best practice etc. on this matter (in some countries / geographic / ethnic etc. regions) can be quite complex and very sensitive. Conversely, this subject has **not been adequately legislated or otherwise provided for at all** in some jurisdictions - mainly [but not exclusively] those in 'least developed' and 'developing' countries

Accordingly, advice on this matter will generally be provided 'on the day' to the airline Crisis Director and team - by the airline's Crisis Response Planning Department 'expert' - the latter (or appropriate substitute) typically being present in / near to the airline's CMC, throughout the crisis

Expert legal advice should also be taken plus assistance sought from appropriate entities e.g. embassies / consulates / other relevant government reps; appropriate commercial (subject matter expert[s]), faith, voluntary and 'air accident' family associations etc.



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Appendix D3 to CRPM Part 1 / Volume 9

*Deliberately Blank*



Appendix D4 to CRPM Part 1 / Volume 9

Example Only

Draft (Template) - **Holding** Press Release (major airline accident / incident)

- An initial, '**holding**' press release should be disseminated ASAP if a major aircraft accident / incident has (or might have) occurred - **BUT** where reliable facts are 'not yet' available or (*if* available) are vague / subject to confirmation etc. An adaptation of the boxed template info shown further below can be used to **pre**-formulate such an initial holding press release
- The holding press release should be issued within 30-60 minutes **maximum** of initial accident / incident notification to the airline + subsequent press releases ASAP thereafter
- The holding press release **may** need to be signed off by 'higher authority' before issue. Associated legal / expert advice **may** also be required. All of this should be accomplished as part of **pre-planning** (i.e. with required **pre**-approvals **already** in place) - and **not** 'on the day' itself
- Simultaneous with release to the media, the holding press release should be posted online (website, social media etc. [as appropriate]) and also distributed to 'all staff' in the form of e.g. an 'internal airline communication'
- Consider **pre**-preparation ('pre-canned' etc.) of holding press releases so that they can be accessed and issued remotely (e.g. via mobile / cell [smart] phone) and **rapidly** (e.g. the draft holding press release below - [already **pre-approved** for release] might suit such a purpose)

Date / Time: [insert]

Press Release No: [insert]

A (possible) incident has been reported today (**date**) involving Flight ABC **xxx** from (**departure airport**) to (**destination airport**) - with a scheduled date / time of departure of (**insert appropriate date / time** [incl. whether **local** date / time; **GMT** date / time etc.]) and arrival of (**insert appropriate date / time** [incl. whether **local** date / time; **GMT** date / time etc.])

ABCX Airways is activating its emergency response plan and centre as a precaution. Our primary concern right now is for all on board this flight and their associated families, relatives and friends

More information will be released as soon as possible and will also be available via:

[www.abcxairways.com](http://www.abcxairways.com)



Ends



### Example Only

#### Draft (Template) - **First 'Follow-up' Press Release** (major airline accident / incident)

- This and all such subsequent press releases will typically need to be signed off by airline 'higher authority' before issue. Legal advice on the content, 'tone' etc. of such messages will be required
- Ensure that 'personal / sensitive' type information is handled in accordance with any applicable laws, regulations, best practices, customs and culture, company policy etc. - as applicable
- Simultaneously with release to the media, this press release should be posted online (website + social media etc.) and also distributed to 'all staff' - as an internal communication
- Further 'follow-up' press releases should be 'similarly handled'

Date / Time: [insert]

Press Release No: [insert]

ABCX Airways regrets to advise that its flight [insert flight number] scheduled to depart from [insert origin airport name and country] at [insert scheduled date / time of departure + state time zone used] bound for [insert destination airport and country] has been involved in an [incident / accident] at [insert location], at [insert day / date / time + state time zone used]

Our main priority now is to provide appropriate assistance, support etc. to all those **who were / had been on board the aircraft** - together with their associated families, relatives and friends

We are working closely with the appropriate authorities in [insert country] and the UK - and have issued an emergency telephone number for anyone who may be concerned that their family, relatives and friends might have been involved in this [incident / accident]. More information will be released as soon as possible and will also be available on:

[www.abcxairways.com](http://www.abcxairways.com)

Information telephone line for potential families, relatives and friends (**ENGLISH**) [insert details here]. Turkish language versions will also be provided as soon as possible

**Media** (incident information) telephone line: + 44 (0)845 075 0xxx (media calls only please)



Note - the contact information given above for use by potential 'families, relatives and friend's should **NOT** be used by the **media** and / or by the **general public** (unless someone genuinely believes that he / she has some form of valid relationship and / or relevant information re any person who might possibly have been on board the involved flight / aircraft **AND / OR** who might have essential / otherwise useful information regarding the [incident / accident] itself)

**Notes to Editors:**

- Ends -



Example Only Draft (Template) **Second 'Follow-up' Press Release** (major incident / accident)

Date / Time: [insert]

Press Release No: [insert]

ABCX Airways confirms that its flight [insert flight number] had [insert number] passengers and [insert numbers] crew on board. No further details are yet available

The airline's crisis management centre is now fully active - manned by a team of appropriately trained / exercised managers and staff, providing direction of / to our response

(Insert when appropriate) A flight carrying our specialist airline staff is being prepared at xxxxx [has departed xxxxx] to provide additional assistance and support at / near to the accident location

We are taking appropriate action re all those who had been on board the **accident / incident** flight - and to inform / assist their associated families, relatives and friends worldwide

A \* dedicated call / contact / info centre has been opened by ABCX Airways specifically to communicate with persons genuinely believing that they may have had family / relatives / friends on board the aircraft involved - and / or who might otherwise provide useful information re the **accident / incident**

More information will be released as soon as possible and will also be available on:

[www.abcxairways.com](http://www.abcxairways.com)

All of us at ABCX Airways extend sincere sympathies to those who had been on board flight xxx - and also to their associated families, relatives and friends around the world

\* Information line for families, relatives and friends (**ENGLISH**) [insert details as appropriate]

Information line for families, relatives and friends (**TURKISH**) [insert details as appropriate]

**Media** (incident information) telephone line: + 44 (0)845 075 0xxx (media calls only please)



Note - the contact details given above for use by potential 'families, relatives & friend's should **NOT** be used by the **media** and / or **general public** (unless someone genuinely believes that he / she has some form of valid relationship / relevant information etc. re any person who might possibly have been on board the involved flight / aircraft **AND / OR** who might have essential information regarding the **incident / accident** itself)

Notes to Editors:

- Ends -



Example Only Draft (Template) **Third 'Follow-up Press Release'** (major incident / accident)

Date / Time: [insert]

Press Release No: [insert]

Boeing 777, registered G-W\*\*\* and operating as flight ABC xxx from London Heathrow (UK) to Istanbul (Turkey) today [date], ditched in the sea about 10km south of Istanbul's Ataturk Airport. The incident occurred at around 1015 GMT / UTC. The weather was good. The cause of the accident is unknown

The accident aircraft is reported to have been positioning for its final approach to runway '35 Right' at Ataturk, when it disappeared from radar. No emergency call was heard

There were 300 passengers on board, including 2 infants. 2 pilots and 14 cabin crew were operating the flight

Rescue helicopters and maritime emergency services are currently at the scene. Whilst details of casualties are still coming in, we have been advised that injured persons found will be taken directly to local hospitals

The airline's (activated) crisis management centre at xxxxx is now under direct management of its Chief Executive - Mr Yyyyyyy

A relief flight carrying ABCX Airways specialist staff + the airline's humanitarian assistance team has departed xxxxx in order to provide additional, local assistance and support at Istanbul / wherever needed

Powered by two xxxx xxxxx xxxx engines, G-W\*\*\* was delivered new to the airline in September 202x. It has accumulated xxxx total flying hours, involving zzzz take-offs and landings. It is and has always been ABCX Airways standard practice to maintain its aircraft to the strictest standards required by the relevant manufacturers, airworthiness authorities etc.

The flight's Captain has been with the airline for xx years, accumulating 7,500 B777 hours and 23,000 total hours on all types. The First Officer has 2,200 B777 hours, 7,000 total - and has been with us for xx years

Mr Yyyyyyy said earlier today: "..... I speak for everyone at ABCX Airways in saying how devastated we are by this tragic event. We are, and will continue to do, everything possible to assist those who had been on board the flight together with their associated families, relatives and friends worldwide. The safety and welfare of our customers and crew is always our first and foremost concern. A full, independent investigation into the cause(s) of the accident has already started. ABCX Airways will, of course, be co-operating fully with same ....."

More information will be released as soon as possible and will also be available on [www.abcxairways.com](http://www.abcxairways.com)

Emergency information line for families, relatives and friends (ENGLISH) [insert contact details here]

Incident information line for families, relatives and friends (TURKISH) [insert contact details here]

ABCX Airways Press Office [insert contact details here] (media related calls only please)



Note - the contact details given above for use by potential 'families, relatives & friend's should **NOT** be used by the **media** and / or **general public** (unless someone genuinely believes that he / she has some form of valid relationship / relevant information etc. re any person who might possibly have been on board the involved flight / aircraft **AND / OR** who might have essential information regarding the **incident / accident** itself)

Notes to Editors Mr yyyyyy will be chairing a **press conference** at [insert exact location] - at 1200 UTC today

- Ends -



Appendix **D5** to CRPM Part 1 / Volume 9

As time passes post-accident, the involved airline(s) will typically acquire more information / details re 'what happened

The latter typically includes identifications, status (*missing; dead; injured; uninjured; unknown*) and locations (*not known; at accident site / mortuary / hospital / hotel etc.*) of those who had been on board the accident flight **and / or** possibly of those killed, injured, traumatized etc. on the ground (*ground victims*) - as a **direct** consequence of the accident aircraft hitting the ground etc.

Many airlines abide by fairly strict rules (*law and / or regulation and / or best practice*) in how such 'sensitive' type personal information is communicated, managed etc.

In such circumstances it is **VITAL** that press statements / releases + other communications of a *personal and / or sensitive* nature are **firstly provided to associated families, relatives and friends** (if *practically possible*) **before** being released to the media / into the public domain

Note, however, that in a small number of countries it is legal and 'normal' (*expected practice*) to release the names and status (including death) of accident victims **into the public domain** as soon as such details become locally available. This is typically legal in such countries and local custom and culture expects it

There will also be some locations (*usually but **not** uniquely in 'developing / least developed' countries*) where no viable practices exist whatsoever, re any of the above. If so, expect 'the worst' in situations concerning the handling of associated 'personal and / or sensitive' information

The accident airline should explain to associated FR (at the earliest possible opportunity) that it intends to provide the 'latest' crisis related news / info etc. to them **before** releasing same (if permitted) into the 'public domain'. FR should also be advised that, **where possible**, said info will be delivered 'face to face' and / or by direct telephone call

**BUT**..... in order to ensure that FR **do** receive such notification(s) **before** public release - it **may** sometimes be necessary to use e.g. teleconference, email, text message, social media etc. instead

**IMPORTANT** - Crisis related comms with involved accident **victims** and their 'loved ones' (i.e. *associated [non-flying] family, relatives, friends for latter*) **should take priority over all other forms of crisis comms - unless exceptional circumstances dictate otherwise**





Case Study - First 6 (Actual / Real) Press Releases re Air France 447 Catastrophic Aircraft Accident

Paris - 01 June 2009 - **1321** local time (1121 GMT / UTC)

**First press release**

*Air France regrets to announce that it has lost contact with flight AF 447 from Rio de Janeiro to Paris-Charles de Gaulle, expected to arrive this morning at 11:15 local time*

*The flight left Rio on 31 May at 7pm local time with 216 passengers plus 12 crew members (3 pilots and 9 cabin crew) on board*

*Following toll-free number available in France: 0800 800 812 and / or + 33 1 57 02 10 55 elsewhere*

*Air France fully shares the anxiety and distress of the families of the passengers concerned. The families are being cared for in a reserved area at Paris-Charles de Gaulle airport*

---

Paris - 01 June 2009 - **1339** local time (1139 GMT / UTC)

**Press release N° 2**

*Air France regrets to confirm the disappearance of flight AF 447 flying from Rio de Janeiro to Paris-Charles de Gaulle, scheduled to arrive at 11:10am local time today, as announced to the press by Air France CEO, Pierre-Henri Gorgeon.*

*The Airbus A330-200, registration F-GZCP, left Rio on 31 May at 7:03pm local time (12:03am in Paris).*

*The aircraft hit a zone of stormy weather (a long way from the Brazilian coast) with strong turbulence, at 2am this morning universal / GMT time - i.e. 4.00am in Paris*

*An automatic message was received from the aircraft at 2:14am (4:14am in Paris) indicating a failure in the electric circuit*

*The Brazilian, African, Spanish and French air traffic control centres all tried to make contact with flight AF 447 but to no avail. The French military air traffic control centre tried to detect the aircraft but did not succeed.*

*216 passengers were on board: 126 men, 82 women, 7 children and one infant. There were 12 flight crew members: 3 pilots and 9 flight attendants*

*The Captain had recorded 11,000 flight hours of which 1,700 hours were on the Airbus A330/A340*

---



*Of the two first officers, one had flown 3,000 flight hours (800 of which were on the Airbus A330/A340) and the other 6,600 flight hours (2,600 of which were on the Airbus A330/A340).*

*The aircraft was powered by General Electric CF6-80E engines.*

*The aircraft had totalled 18,870 flight hours and went into service on 18 April 2005. Its last maintenance check in the hangar took place on 16 April 2009.*

*Air France fully shares the anxiety and distress of the families concerned. Locally located families are being taken care of in a special reserved area of Paris-Charles de Gaulle Terminal 2.*

**A toll-free number has been opened at 0800 800 812 for calls from France, and + 33 1 57 02 10 55 for calls from outside France**

*NB: We ask journalists not to call this number, which is reserved for families and close relatives*

Paris - 01 June 2009 - **1359** local time (1159 GMT / UTC)

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### **Press release N° 3**

*Air France has sent all the information in its possession (re the disappearance of flight AF 447 operating the Rio de Janeiro – Paris-Charles de Gaulle route) to the French Accident Investigation Bureau for civil aviation (BEA), the French organization in charge of technical investigations into civil aviation incidents and accidents..... and also to the aircraft manufacturer Airbus. Air France is in permanent contact with both*

*The Airbus A330-200 aircraft, registration F-GZCP, left Rio on 31 May at 7:03pm local time (12:03am in Paris). The aircraft hit a zone of stormy weather with strong turbulence at 2am this morning (universal time), i.e. 4am in Paris. An automatic message was received from the aircraft at 2:14am (4:14am in Paris) indicating a failure in the electric circuit in an area a long way off the coast.*

*The aircraft was powered with General Electric CF6-80E engines.*

*The aircraft had totalled 18,870 flight hours and went into service on 18 April 2005. Its last maintenance check in the hangar took place on 16 April 2009.*

*Air France shares the anxiety and distress of the families concerned. Locally located families are being taken care of in a special reserved area of Paris-Charles de Gaulle Terminal 2.*

**A toll-free number has been opened at 0800 800 812 in France, at 0800 881 20 20 in Brazil and at + 33 1 57 02 10 55 for calls from outside France**

*NB: We ask journalists not to call this number, which is reserved for families and close relatives.*

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Paris - 01 June 2009 - **1444** local time (1244 GMT / UTC)

#### **Press release N° 4**

*Air France expresses its deepest sympathy to the family, relatives and friends of the passengers and crew who were on board AF flight 447 on 31 May 2009 - which disappeared somewhere between Rio de Janeiro and Paris-Charles de Gaulle.*

*Air France is doing its utmost to provide support to relatives and friends: counselling with physicians and psychologists as well as specially trained Air France volunteers has been set up at the airports of Paris-Charles de Gaulle - T 2 and Rio de Janeiro.*

*Air France has also established a special toll-free number for the attention of relatives and friends of passengers who may have been on board. They can use this number to obtain information on whether or not a member of their family or friends was on board.*

Phone number reserved for relatives and friends

0800 800 812 in France,  
0800 881 20 20 in Brazil,  
+ 33 1 57 02 10 55 for calls from all other countries

*Air France will release further information as soon as it is available*

*NB: We ask journalists not to call this number, which is reserved for relatives and close friends*

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Paris - 01 June 2009 - **1813** local time (1613 GMT / UTC)

#### **Press release N° 5**

*Air France is now able to confirm the nationalities of the passengers on board flight AF 447 on 31 May 2009, which disappeared between Rio de Janeiro and Paris-Charles de Gaulle - T2. This list of nationalities is based on the information provided by the Brazilian Authorities.*

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- 2 American
- 1 Argentinian
- 1 Austrian
- 1 Belgian
- 58 Brazilian
- 5 British
- 1 Canadian
- 9 Chinese
- 1 Croatian
- 1 Danish



- 1 Dutch
- 1 Estonian
- 1 Filipino
- 61 French
- 1 Gabonese
- 26 German
- 4 Hungarian
- 3 Irish
- 1 Icelandic
- 9 Italian
- 1 South Korean
- 3 Lebanese
- 3 Moroccan
- 3 Norwegian
- 2 Polish
- 1 Romanian
- 1 Russian
- 3 Slovakian
- 1 South African
- 2 Spanish
- 1 Swedish
- 6 Swiss
- 1 Turkish

*Air France expresses its deepest sympathy to the relatives and friends of the passengers and crew who were on board this flight.*

*Air France is doing its utmost to provide support to relatives and friends: counselling with physicians and psychologists as well as specially trained Air France volunteers has been set up at the airports of Paris-Charles de Gaulle T2 and Rio de Janeiro*

*Air France has also established a special toll-free number for the attention of relatives and friends of passengers who may have been on board. They can use this number to obtain information on whether or not a member of their family or friends was on board.*

Phone number reserved for relatives and friends  
0800 800 812 in France / 0800 881 20 20 in Brazil,  
+ 33 1 57 02 10 55 for calls from all other countries

*Air France will release further information as soon as it is available. NB: We ask journalists not to call this number, which is reserved for relatives and close friends.*



Paris - 01 June 2009 - **2030** local time (1830 GMT / UTC)

### Press release N° 6

*Air France is doing its utmost to provide support for relatives and friends. Medical and psychological assistance involving 15 specialist physicians has been set up at Paris-Charles de Gaulle - T 2 and Rio de Janeiro airports.*

*Some one hundred voluntary members of Air France staff are backing up the teams in Paris-Charles de Gaulle and Rio de Janeiro.*

*Air France has also established a special toll-free number for the relatives and friends of passengers.*

Phone numbers reserved for relatives and friends

0800 800 812 in France,  
0800 881 20 20 in Brazil,  
+ 33 1 57 02 10 55 for calls from all other countries

*Air France will release further information as soon as it is available*

***NB: Journalists should not call these numbers as they are reserved for relatives, close friends etc.***

Note from author of **this** CRPM Part 1 / Volume 9 Guideline / Template document:

The first press release was not issued by Air France until approximately 9 hours after the most likely time of accident occurrence (+ loss of contact with the aircraft) - also being 2 hours **after** the **scheduled** time of arrival of the flight at Paris CDG

[http://en.wikipedia.org/wiki/Air\\_France\\_Flight\\_447](http://en.wikipedia.org/wiki/Air_France_Flight_447)

For one version of feedback on the Air France crisis comms effort re AF 447 - the info at the end of the below link might be of interest:

<http://www.communication-sensible.com/download/Flight-AF-447-crisis-communications.pdf>

See also page **172** of this guideline / template document for cross reference to a crisis comms 'case study' which bears some similarity (at least during its early days) to what occurred to AF 447



Appendix D7 to CRPM Part 1 / Volume 9

**Aircraft Accident (Airline) Spokesperson - Brief Guidelines (in no particular order)**

- Do not assume that you can 'wing it' (i.e. act without prior training, exercising, pre-briefing etc.)
- Spend some time (on **each** occasion before going 'live') rehearsing prepared statements / answers to possible "tough" questions which might potentially arise. Also anticipate and practice 'new' questions as the crisis evolves
- Where possible / appropriate - ensure immediate availability of professional PR support / technical expertise in appropriate matters (e.g. for the latter - a pilot; an aircraft engineer etc.)
- Dress appropriately (formal [smart] business dress; no stripes, checks, gaudy colours etc.)
- Ensure you have 3 key messages before commencing an interview. Base same on the '**3 Cs**':
  - **C**oncern - for people (plus environment and property if appropriate)
  - **C**ontrol - over the situation at the most senior level
  - **C**ommitment - to do everything possible to help those affected and to assist in determining cause of accident, so as to (try to) prevent re-occurrence

*Also - include the '**3 Rs**' where appropriate - **R**egret + **R**eason(s) + **R**emedy (ies)*

- Be clear what you want to say and don't (in general) be question-led
- Reinforce your key messages throughout the interview - as appropriate
- Don't volunteer information unless pre-briefed otherwise
- Provide praise where appropriate - e.g. emergency services, crisis response team(s) etc.
- Never assume the 'audience' / interviewer etc. is either well-informed or ill-informed
- Never speculate about the situation. Stick to facts. Refer to official investigation that will follow
- If you 'don't know' say so - but always undertake to 'try to find the answer and revert ASAP'
- Avoid technical 'jargon' and 'company speak' etc.
- In response to criticism, try to (diplomatically) turn negatives into positives, if feasible
- Correct mistakes, identify (and respond to) assumptions etc. - made by interviewer etc.
- Do not place / accept blame, accuse anyone of e.g. negligence, discuss liability, otherwise prejudice the situation etc.
- If appropriate, acknowledge airline responsibility for undertaking / managing relevant aspects of the crisis **response**. Do not accept / mention etc. liability and similar matters at this point
- Be authoritative but not aggressive (even if audience / interviewer(s) are themselves aggressive)
- **Never** use the term "no comment" - instead, \* **bridge** back to your key messages e.g. "we don't know the answer to that yet, but what's more relevant right now is....." or, "our priority / ies right now is / are .....". \* For more examples of typical 'bridging' terms - see page 170
- Never discuss anything "off the record". Consider yourself "on the record" at all times - even if cameras / recorders etc. are switched off
- Treat all media fairly and equally (unless there is very good reason otherwise)
- etc.



Appendix D8 to CRPM Part 1 / Volume 9

### Press Conference Checklist

- Liaise with appropriate stakeholders to assess 'value' of holding a press conference. Also research where, when and with whom such conference might be held
- The location / facilities offered by a (potential) suitable venue are important - an ideal 'wish list' might include e.g. convenient location; big enough; all services provided (including aircon, heating etc.); well lit; external access for running media cables to / from outside broadcast vehicles; podium (availability + location / position); seating; sound system; ICT systems (including projection); internet access; dark colour (ideally blue) backdrop to spokesperson(s) podium etc.
- Book conference venue well in advance - circumstances 'on the day' so permitting
- Ensure media notified of press conference and provided with clear instructions as to location, time, who will be speaking and in what language(s) etc.
- Do not underestimate the media numbers likely to attend - e.g. choose a large enough venue
- Late morning and early afternoon are typically the most 'convenient' times for the media
- Double check that attendees will be accredited media i.e. both pre-conference and again when media actually arrive at the conference venue e.g. provide a signing-in book etc.
- Choose a venue with at least 2 separate entrances / exits - one for you, one for the audience
- Pre-arrange a separate room / facility for individual interviews - as required
- Provide visual aid materials e.g. a large map of the site, photographs / images etc.
- Provide / display / distribute press conference 'ground rules' for attendees
- Ensure venue caters for journalist ICT etc. type requirements e.g. telephones, email, internet etc.
- If possible, ensure venue has adequate parking for large TV and radio trucks

#### Reminder:

- ✓ Check, double check and then triple check that all venue services, equipment, facilities and functions required for press conference - are available, adequate and 'working' as required
- ✓ Nominate a Press Conference chairman if 'you' are part of a panel
- ✓ Seat no more than a panel of 5 people on the associated table / rostrum etc. (as applicable)
- ✓ Ensure panel members are briefed on key messages / rehearsed for difficult questions etc.
- ✓ Begin precisely on time
- ✓ Chairman should briefly introduce the panel (as appropriate)
- ✓ First 2 minutes of address are crucial - get your main points across in key messages
- ✓ Allow adequate time to explain the situation and allow adequate time for questions
- ✓ Ask each journalist / whoever to announce his / her name and publication / company etc. - before he / she asks their first question
- ✓ Intervene to 'rescue' panel members under pressure (if appropriate)
- ✓ Treat all media fairly and equally (unless there is very good reason otherwise)
- ✓ End on time - ensure latest news releases; fast facts; FAQs etc. - are made available
- ✓ If doing **individual** TV and radio interviews afterwards:
  - Draw up a bid list in advance (deadline dependent, then national then regional)
  - Conduct interviews singly in a separate, private room. Keep door closed



**Some** Crisis Communications '**DOs** and **DON'Ts** (*lists are far from being exhaustive*)

**DO:**

- ✓ Act quickly to gather facts, respond to problem etc. This can reduce speculation / potential criticism due to slow response
- ✓ Use the most appropriate person (s) available to speak on behalf of your organisation e.g. typically (but not always) the organisation's top manager
- ✓ Once a competent spokesperson has been chosen and is considered to be 'performing' satisfactorily – retain this person in this role (circumstances 'on the day' so permitting)
- ✓ Correct inaccurate information, rumours etc. immediately
- ✓ Commit to regular, incremental release of information to all, relevant stakeholders
- ✓ Communicate from victim's / victims' point(s) of view if relevant, reasonable / diplomatic so to do etc. - e.g. use compassionate language, demonstrate solidarity and sympathy etc.
- ✓ Try to 'make it up' (tactfully / honestly / with compassion etc.) to those who have suffered
- ✓ Pledge to fix 'the problem' (as appropriate) insofar as you are able to - and then keep your promise! (BUT - never make promises which cannot be kept)

**DON'T:**

- ✗ 'Finger point' in an attempt to divert criticism. Blaming others can quickly impact on your reputation etc.
- ✗ Issue self-serving messages e.g. "If we had known then, what we know now....."
- ✗ Use technical / specialist jargon. Speak plainly and use easily understood terms
- ✗ Issue conditional regrets such as, "We are sorry **but**....."
- ✗ Express regret via a press release - at least not initially! Wait until a top representative has spoken directly re the crisis and expressed such regret - then (possibly) follow up with a press releases
- ✗ Allow employees to communicate on behalf of the organisation - except those so designated by top management!

Also keep in mind that **social media** (TWITTER / X; FACEBOOK etc.) provides an excellent opportunity to respond well to a crisis as:

- ✓ It is (typically) quick and easy to use
- ✓ It is (typically) relatively inexpensive
- ✓ It (typically) has a **very** wide reach
- ✓ It (typically) provides a platform for engaging directly with a target audience (**BUT** be **VERY** careful if so doing)

However, it (social media) can 'bite you badly in the backside' if you get it wrong!

**Note - When uncertainty exists, consider adopting the crisis communications model (strategy) used by New York Mayor Rudolph Giuliani in the days following 9/11:**

**1).** *This is what we know* **2).** *This is what we don't know* **3).** *This is what we are doing* **4).** *This is what you can do*





### More 'DOs and DON'Ts'

#### Speaker Presentations

##### DO

##### Preparation:

- ✓ Use a full script with LARGE TYPE for easy reading
- ✓ Leave wide margins (you can use them for notes)
- ✓ Leave pages unstapled for easier handling at podium BUT .....
- ✓ Highlight and mark your script to guide your delivery
- ✓ Time your presentation to fit the available slot
- ✓ Practice, practice - then practice some more e.g. read script aloud using a mirror and voice recorder until you are satisfied
- ✓ Know size / composition of your audience; liaison person's name and contacts etc.
- ✓ Ensure all equipment and facilities you will need have been provided and 'work'
- ✓ Ensure that you (or someone with you) know(s) how to operate all appropriate equipment

##### When you arrive at your engagement:

- ✓ Be at least 30 minutes early (if not earlier)
- ✓ Check equipment in advance if possible - then recheck it - and check it again!
- ✓ Double check that your presentation is in correct order
- ✓ Ensure any OHP (overhead projector and equivalents) used is well-focused
- ✓ Be sure OHP 'advancing mechanism' / remote control system etc. is located conveniently and you know how to use it
- ✓ Check lighting etc. in room to be sure presentation will be easily visible to audience
- ✓ Be sure words / graphics of any visual presentation are large to be clearly read by those needing so to do
- ✓ Check podium lighting to ensure that you can adequately read your notes etc.
- ✓ Check microphone / sound system (if any)
- ✓ Check audience seating arrangements, Re-arrange (if appropriate / possible) for optimum viewing / participation

##### When you are speaking:

- ✓ Stand erect / upright - and direct voice towards audience
- ✓ Speak (reasonably) loudly, distinctly and at a comfortable pace
- ✓ Establish frequent eye contact (or appear to do so) with audience (if possible)
- ✓ Stay within the time period allotted for the presentation

##### When you are answering questions:

- ✓ Remain friendly, cool-headed and confident
- ✓ Answer only the questions asked and do so as succinctly and clearly as possible
- ✓ Remember that you do not always have to know everything. You can say "I will have to check that out for you" (ensure that you do actually revert in due course with a response)
- ✓ Avoid allowing one person to dominate the questions



When you are finished with your presentation:

- ✓ Remain long enough (if prudent) to give individuals an opportunity to talk with you
- ✓ See to it that arrangements are made for distributing information materials, business cards etc. to the audience, if requested / appropriate (and if not already done)

## DO NOT

When preparing to give a speech:

- ✗ Assume that you can "wing it" (i.e. present it ad hoc / on the hoof / impromptu)
- ✗ Use type that is too small to easily read and have margins too narrow for notes
- ✗ Leave too little time to practice adequately

When you arrive at your venue:

- ✗ Be late
- ✗ Forget / lose the venue / audience contact persons' names and contact details
- ✗ Fail to check, double check and triple check all equipment etc. to be used
- ✗ Fail to identify a 'quick exit' route - other than the main exit

When you are speaking:

- ✗ Mumble
- ✗ Speak too loudly - especially if using a microphone
- ✗ Wander too away from your prepared script
- ✗ Tell unprepared anecdotes or joke - or make "off the cuff" remarks
- ✗ Speak longer than allotted time

When you are answering questions:

- ✗ Become defensive or emotional
- ✗ Assume that tough questions are personal
- ✗ Answer more than the question itself
- ✗ Allow any one person to dominate the questions
- ✗ etc.



### **Even More 'DOs and DON'Ts**

## **GUIDANCE WHEN DEALING WITH THE MEDIA**

### **Do**

- Remember why you are there
- Use your key messages
- Stick to the facts - if you don't know something - don't guess or speculate
- Be brief and concise in your statements and answers
- Expect questions to be asked in several different ways
- Expect interruptions

### **How to say 'no'**

- I do not have that information right now - but what I can tell you is.....
- I'm not the right person to ask about that, but what I can do is.....
- That information hasn't been released yet, but what we have confirmed is.....
- For that information you will have to speak to.....
- I'll have to check on that and get back to you later (make sure you **do** revert)

### **Handling a 'media ambush (door-stepping)'**

Stand your ground - don't retreat  
Speak to one person at a time  
Keep voice and body language under control  
Stick to the facts - i.e. what you know for certain  
Promise to get more information (if appropriate) - then make your exit (and keep your promise)

### **Don't**

- Forget to consistently express / demonstrate concern, control and commitment
- Forget to consistently express / demonstrate regret, reason (for what happened) and remedy (what is being done about what happened?)
- Go 'off record'
- Be afraid to say you don't have the answer
- Be afraid to correct reporters and others if they are wrong
- Try to show reporters and others how much you know
- Accept 'what if' questions
- Use jargon or abbreviations
- Repeat negative phrases or allegations - however, do try and turn them around to your advantage
- Get upset with the reporter(s) etc.
- Answer questions with 'no comment'
- Speak on behalf of others
- Give 'personal opinions'
- Speculate or assign blame
- Venture beyond your area of knowledge, expertise or responsibility
- Let down your guard



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Appendix **D10** to CRPM Part 1 / Volume 9

**Checklist for (Airline) Station (Destination Airport) Staff to use - if 'Door-stepped' etc. by the Media**

*See next page:*



Example Only - CHECKLIST NUMBER xx - Dealing with the Media

	Action	✓ ?
1.	Avoid situations where you might be 'forced' to talk to the media. Particularly avoid being ' <b>door-stepped</b> ' (i.e. where the media surround and confront you with demands for information; statements etc. This might typically occur e.g. when walking from car to office - and vice versa BUT ..... It can also happen at your home; at the restaurant; at the kids' school; at the <b>H</b> umanitarian <b>A</b> ssistance <b>C</b> entre / <b>J</b> oint <b>F</b> amily <b>S</b> upport <b>O</b> perations <b>C</b> entre etc!)	
2.	<p>Before being 'forced' into the action as per 3 below, try to contact and take direction / instruction on dealing with the media - from 1) appropriate airline HQ management (i.e. typically from Corporate Communications and / or Public Relations) or 2) the appropriate (airline) Country / PR Manager etc. (if there is one?) or 3) (exceptionally and as a last resort) the local PR Agency engaged by the airline (if there is one?)</p> <p>(Follow any instructions given exactly &amp; provide regular feedback on local media situation, until such time as the airline GO Team's PR experts can relieve you location)</p>	
3.	<p>If you are 'forced' to deal with the media and it has not been possible to take direction / instruction as per 2 above, (for whatever reason), the most appropriate senior manager available might wish to use / adapt the following 'script' for guidance: (NB: no one except this senior manager should speak to the media except as described further below):</p> <p><i>'.....Please contact the airline for formal comment on this matter</i></p> <p><i>However, what I can say is that it is standard airline procedure to activate its Crisis Management Centre immediately at times such as this. This Centre is expected to widely publish contact information as soon as possible, specifically for media use</i></p> <p><i>Obviously our first priority here locally is to look after the well-being of all those involved - both passengers &amp; crew - together with any associated families, relatives &amp; friends - insofar as we are able to. Our thoughts at this moment are with all such persons. Thank you .....</i></p> <p><b>DO NOT TAKE ANY QUESTIONS</b></p> <p>For all other staff similarly confronted by the media, simply state something like:</p> <p><i>'..... I am unable to comment on this matter. Please wait for formal comment directly from ABCX Airways HQ .....</i></p> <p>(IMPORTANT - <b>Never use the term 'no comment'</b>)</p>	
4.	Be prepared to read out press releases / statements to the media (in English and / or the local language[s]) - as provided and directed by airline HQ etc.	
5.	On arrival of airline GO Team, a senior, appropriately experienced <b>local</b> (airline rep) manager should be assigned to assist the ABCX Airways Crisis Communications sub-team (part of GO Team) in all matters re <b>local</b> dealings with the media	
	End	



Appendix **D11** to CRPM Part 1 / Volume 9

**Social Media** - Some Crisis Communications 'Dos & Don'ts'

*See also definition page **31** (if required)*

*See next page:*



### Social Media - Some Crisis Communications *Dos & Don'ts*

With regard to a high profile catastrophic aircraft accident (e.g. large numbers of fatalities; missing aircraft [e.g. MH 370]) - the 'power' of social media is now such that it can seriously influence the global vision of such crisis / crisis response (and thus of the aircraft operator [airline] itself) in just a matter of minutes - e.g. is the crisis related social media helping or hurting the airline? If the latter is not participating in the 'discussion', then it can obviously have no say in the matter

Aircraft operators *ignoring* social media opportunities to:

- Get messages across in an effective, efficient, accurate, honest and timely manner
- Correct and / or 'positively' respond to negative comment / information
- Respond to information requests and similar
- Be seen to be 'doing the right thing'
- etc.

..... do so at considerable risk to their brand, image and reputation!

Concerning use of social media as *part* of an airline's *overall* crisis communications strategy, operators may wish to consider the following (in no particular order):

- Do have an effective and efficient *social media* crisis communications plan and strategy in place - including well trained / exercised manpower. If you plan on running your social media crisis response 'on the hoof / ad hoc' and / or with insufficient resources - **DON'T!**
- Do ensure that social media crisis communications messages are 100% consistent (at all times) - with all your other forms of crisis communications (dark site, press conferences, FAQs etc.) deployed during the crisis response
- Do act quickly - the early hours (actually, this now needs to be re-termed as 'early minutes') of a crisis are when people (including the media) most want answers. *Response speed is thus critical* - even if you don't yet have the answers. Acknowledging that 'you're listening and seeking a resolution / answer etc' can buy time and, more importantly, quell continued, angry sentiment
- Do be pro-active where possible. However, when forced to 'react' (especially in response to negative type inputs) - always try to 'up the ante' in a manner favourable to yourself (i.e. to the airline) - e.g. if there is a negative comment by a disenchanted employee - try to respond with a positive counter comment (ideally coming from the airline's top manager)
- Do not rely on just one social media platform - make reasonable use of the two or three most popular avenues currently available and 'trending' i.e. do increase your chances of 'social media visibility'
- Do ensure that you become the 'hub of appropriate issues' - whatever they (the issues) might be - with the aim of becoming the de facto source for all information on same. Whilst you can't control the conversation, you *can* control the placement of the conversation on your social media pages. Make sure *your* opinion is prominently seen



- Do leave social media comments on display. When you 'shut off' comment it can say a lot (probably negatively) about your brand / image / reputation. However, also have a clearly stated social media policy regarding the generally held public view on what might or might not be acceptable e.g. profanity; racial comment; defamatory wording etc.
- Do rely on your advocates and your allies - e.g. seek and promulgate (via social media) the opinion of same on the many issues involved - especially if they are accepted 'experts' in any particular, associated field e.g. air accident investigation; humanitarian assistance etc.
- Do not abandon core values - adhere to them in a crisis. It's not the time to throw everything out the window (assuming that you have adequate core values in the first place of course!)
- Do monitor real-time content so as to answer / respond to questions (see last bullet point on next page). If someone is angry, don't leave it at that - why is he / she angry and how can you fix it or lessen the impact? Often the reason there's negative sentiment is because questions haven't been responded to or have not been responded to adequately e.g. just saying, "We feel your pain" doesn't solve a problem. Instead ask something like, "How can we help you to lessen your pain?" - and be prepared to respond / act accordingly
- Do be clear about your limitations - not every problem can be solved the way the community wants it. Explain (with reasons) why certain issues can't be solved in this or that particular way. However, do always look for other ways to address the issue(s) of concern - where possible. Same applies to the provision of information - if you don't have it - say so (+ also say what you are doing [or trying to do] to plug the / any particular information gap)
- Do use the 'private' social media resources of employees, partner airlines etc. (with permission / co-operation of same of course) in monitoring comment about the crisis i.e. encourage them to alert the company when they see opportunities and / or crisis issues
- Do use good judgment in whether or not to respond to social media - not every comment requires a response i.e. know when to engage or disengage. Social networking hands-on experience plus effective and efficient training / exercising will help here. As already mentioned (see 'definition' page 31), it is very unwise to enter into 2-way social media ops without sufficient resources (including well trained, exercised and experienced manpower)
- Do apply 'dark site' principles to your own social media site(s) e.g. remove branding, advertising, bright colours etc. As with the website version of a dark site - this must be pre-prepared and pre-planned for (see definition of 'dark site' page 30)
- Do use (create) a 'hashtag' and an appropriate title (e.g. the accident aircraft's flight number - as in '#ZZ123' [using TWITTER / 'X' as an example here]) to try to ensure that this becomes the primary 'unofficial' place to look / tweet / retweet (social media-wise) by 'the world' for information / comment etc. re the crisis. This takes the load away from the accident airline's main TWITTER / 'X' account - which should still be retained and used for 'official' tweets by the airline, re the accident - and also for normal business use

Note that whilst use of the hashtag started with TWITTER / 'X', the concept is now also used by other, prominent social networking sites e.g. FACEBOOK, YOUTUBE, GOOGLE etc.





- Do try to take appropriate matters out of the social media sphere where appropriate - e.g. if there is a 'ringleader' heading up a particular cause / issue, try direct contact (with such person) via email or phone, in order to try to resolve the situation

Telephone contact is preferable as some people will have absolutely no problem copying and pasting your responding emails to the social networking sphere - no matter how 'confidential / sensitive' you might want them to be

- Make sure you have a social media monitoring and 'listening' platform (possibly outsourced to a commercial, specialist provider) in place - so that you can better monitor and filter any (especially adverse) comments. Listen to what your customers are saying and aggregate their comments. Use the collected data to improve your response

***And remember ..... good crisis communications in the social media sphere is not a panacea for everything. If you are perceived as getting 'it' seriously wrong, the negative effects of same will generally outweigh your best efforts, no matter how much social networking you do and how well you do it (same goes for all other types of crisis communications of course)***

*Note: Even if your operation is e.g. 'all cargo', you may also need to 'think again' e.g. what if one of your freighter aircraft crashed into a dense urban environment with hundreds of fatalities e.g. think [El Al flight 1862](#) - Amsterdam [1992]) and [UPS flight 6](#) in Dubai - 2010*

Note 1 - for further information re the use of social media during crisis / incident response - see attachment 1 to this appendix [D11](#) - starting page [179](#)

Note 2 - the interested reader might also wish to follow the below link for an article on social media crisis comms with relation to Malaysian Airways flight MH 370 (disappearance of Malaysian Airlines flight MH370 in early 2014):

<https://charliepownall.com/malaysiaairlines-mh370-social-media-crisis-communications/>

Note 3 - This CRPM Part 1 / Volume 9 (you are reading it right now) was first written not long after the disappearance of **MH Flight 370** in 2014. At time of writing this **now** (April 2024) - social media has advanced, expanded, changed etc. so much - that it would take a lot of writing here to adequately explain how, discuss the associated crisis comms implications etc.

Suffice it to say that, if any airline, airport etc. (in the aftermath of a mass fatality etc. aircraft accident type situation creating as much publicity [good, bad or otherwise] etc. as MH 370 did) runs its crisis comms ops (particularly the 'social media' aspects) today as it might have reasonably done back in 2014 - it would probably be 'leading itself open' to significant, reputational damage!



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Appendix **D12** to CRPM Part 1 / Volume 9

Crisis Communications - A Guideline to ***Media Interviews***

See next page:



## Crisis Communications - A Guide to Media Interviews (with particular reference to TV interviews)

Every time an airline's top manager / company spokesperson / subject matter expert etc. - conducts a media interview - the company's brand, image and reputation can be 'on the line' with key stakeholders - e.g. with customers (and potential customers), the public and the media itself. *This is particularly so when dealing with the crisis communications situation e.g. following an associated catastrophic aircraft accident*

Paradoxically, a large proportion of such persons potentially liable to give such interviews are acknowledged by many media experts / professionals as typically having insufficient 'understanding and skills' etc. for what is required of them

As with most human endeavours, such 'understanding and skills etc. *can* be learned / acquired - and there is a good amount of theoretical material on the subject available via the internet, books etc. (You are reading one such 'book' [albeit 'electronic'] right now!)

However, theoretical learning is not sufficient in itself - practical training *and* exercising is also crucial, and there are plenty of commercial entities out there willing to provide same - at a price! However, and as an alternative, if an airline has sufficient in-house crisis comms expertise and resources, and also has the will / inspiration etc. - it *is* possible for everything to be done internally

Below are some hopefully useful suggestions to ensure that an airline is as prepared as possible to deal with crisis communications interviews - whether given 'to camera' (i.e. generally for showing on TV, social media etc.), for radio or by phone:

- Continually address the question '*..... are we 100% prepared for media interviews .....?*' This is an ever on-going question requiring an ever on-going + appropriate review/response
- *Always address human safety issues first and foremost* - i.e. above all other considerations
- *Always address care of accident victims and their associated family, relatives and friends - as a close second to what is written in the last bullet point above* (e.g. information, welfare / humanitarian assistance, financial assistance etc.)
- *Do not give unprepared Interviews* (i.e. don't try to 'wing it' / give interviews 'off the hoof')

Expert and successful as a person might be at what they 'do' (normal business) in an airline - and senior as they might be - it will be very rare to be able to manage a media interview satisfactorily (i.e. by successfully achieving [pre-planned] interview outcomes for the airline) unless *appropriate and reasonably recent* theoretical and practical training and exercising in same (and, just as importantly, the appropriate pre-interview preparation), has been successfully accomplished and regularly tested / exercised etc.

- Together with your crisis comms support team, subject experts, similar - *brain-storm all potential questions* which the media might have for the airline. Where possible and practicable - include them in 'FAQs / Fast Facts' which can be published on the airline's 'dark site'; social media; pre-issued to the media before press conferences and interviews etc. Doing this could pre-empt many potential questions which could be asked at interview



Try to think like reporters when doing the above. If an airline's corporate communications / PR department has ex-reporters / journalists on its staff - engage them fully in this task

**Important** - never include '*sensitive*' and / or *personal* information in the above (and as a general crisis communications principle also) - unless appropriate clearance to do so has been obtained from **all** appropriate parties, especially from surviving accident victims and / or the appropriate families, relatives and friends of all accident victims

- *Research your 'audience' + their potential expectations beforehand*. In any interview, you're really speaking, via the interviewer, to his / her own potential viewers, listeners or readers
  - *Consider asking the interviewer for a 'pre-interview' written list of potential questions to be asked*. Whilst doing this, reach agreement as to the circumstances (*if any*) when the interviewer may stray from this list
  - Ascertain if the *interview is to be live or 'live to tape' or equivalent*
  - Exceptionally and where there is good reason for doing so - *make arrangements to record the interview(s) independently* of anything the interviewer is doing
  - *Plan on keeping it simple* e.g. ensure that relevant technical terms, concepts etc. can be put across as briefly as possible and in a manner readily understandable by the non-technical layman. Similarly, avoid the use of jargon and acronyms
  - *Work out clear, honest and appropriate answers to potentially the most negative / tough / hostile queries* re the crisis - which you and your supporting team can foresee. If you can only come up with a small number of such questions - try again! Again, try to think like reporters / media etc.
  - *Prepare for how you* (the interviewee) *will personally respond to tough or hostile questions* without 'coming across' negatively e.g. think voice, temperament, demeanour, body language etc. Inappropriate adoption of same can have a significant impact on credibility. Also, the direct approach is typically better received than being evasive
  - *Invest time and effort in pre-interview rehearsals*. Videotape / record your performance and use same to make changes - if so required. Do this in conjunction with critical feedback provided by your crisis comms support team, other subject experts etc.
  - *Research, agree and prepare appropriate key messages* and try to include them (partially or fully) when responding to questions
- Where appropriate, formulate specific key messages targeted directly at the interview* (e.g. where interview questions might be *pre-advised* by the interviewer to the interviewee). For more on key messages see note 1 at the end of this appendix D12
- *Learn how to 'bridge'*. The latter technique allows deflection of attempts to derail key messages i.e. it can be used to transition from one subject (e.g. an interviewer's question) to the message **you** want to communicate. Typically, first answer the direct question, then bridge to the / an appropriate key message



From the very start of an interview try to use whatever questions are asked to bridge to appropriate key messages. For suggested 'bridging' phrases - see note 2 at the end of this appendix

- *Engage specialist (external) crisis communications experts* to advise and assist - where so required and available
- Do not use a *swivel chair* during the interview. *Sit comfortably upright* (do not slouch)
- *Do not hesitate to ask for technical assistance* with e.g. earphones; lapel and tie microphones etc. (practise using them before the interview)
- *Practice 'pausing' the interview* as the interviewer suggest e.g. for commercial / rest breaks
- *Maintain eye contact with the interviewer* - do not look directly at the camera
- Use the interview to try to *establish the airline as the primary source of crisis related information*. If the media believe they can get the relevant story / facts directly from the airline - and in a timely and transparent manner, they will have less incentive to seek out alternative information sources
- Do not *minimise / trivialise the crisis situation*
- Show *'compassion, sympathy and empathy'* where appropriate
- When responding to interview questions try to:
  - *make the answers short / concise* commensurate with getting across what needs to be said i.e. typically no more than 10 to 20 seconds per response - or less
  - *speak fairly slowly and deliberately* - pausing briefly between sentences
  - *not speak in a monotone* i.e. vary the pitch of your voice when speaking
- *Break down multi-part questions* and address each 'bit' in turn
- *Be alert to 'leading' questions* (see note 3 at end of this appendix)
- If you have satisfactorily answered a question - but the interviewer then remains silent, *do not be intimidated into saying more than you originally intended* (do not volunteer information)
- *If the answer to a question is not known, say so* - but be sure to let the interviewer (and thus the target audience) know that you *will* revert with an answer ASAP after the interview
- *When an answer or comment cannot be provided* due e.g. to appropriate information being sensitive, personal, confidential, proprietary etc. - *just say so*, but use the opportunity to bridge back to key messages where possible



- *Do not release the names of fatalities / injured / uninjured etc.* - unless (generally speaking) the appropriate person(s) have already been so notified and / or agreed to the release of such information. (Note - in some circumstances it will **not** be possible to comply with this recommendation)
- *Always assume that nothing is ever, ever 100% 'off the record'* - even when the formal part of the interview is over (and even before it has begun also)
- *Provide only factual / accurate information.* Where this is not possible, say so - and provide a reason and possible resolution
- *Be honest*
- *Do not offer personal opinion or speculate*
- *Do not criticise*
- *Do not make inappropriate / defamatory remarks* (also no jokes / similar)
- *Do not allocate blame*
- *Do not answer with a simple 'yes' or 'no'*
- *Avoid use of the words 'no comment'.* In such situations answer with e.g. something like '..... I have nothing for you now.....' - and then go on to explain why the question cannot be answered and what (if anything) might be done to provide an answer e.g. at some future point and / or from a different source etc.
- Where available and considered useful - *use visual aids, facts & figures etc.*
- Once the interview is complete - *ensure that any post interview private / sensitive comments made cannot be picked up* by microphones which still might be 'on' - including microphones still fixed to the subject of the interview (e.g. lapel microphones). Same applies to potentially being overheard
- *Ensure that cameras cannot pick up any text on your interview notes* - especially if they contain sensitive type information
- For the end of the interview, *prepare 'takeaway points'* (based on key messages) which the interviewer (and by extension - the target interview audience) will keep thinking about
- Track the results and reviews of the interview performance. *Use this information to improve future interviews if appropriate*



Suggestions on what to wear for a TV interview include (in no particular order):

1. The objective is for TV viewers to focus on what is said and how it is said. Do not let what is worn distract from this
2. Avoid use of logos, brands and similar
3. \* Men should generally wear a suitable suit (with no waistcoat / vest). The equivalent applies to women. However, avoid looking like an on 'duty undertaker / funeral director' etc.  
\* Or formal and appropriate national dress - as appropriate to actual circumstances 'on the day'
4. Do not (predominately) wear white, black or red
5. Pastel coloured shirts work well - the safest colour being blue - next best being white or grey
6. For men - wear a tie suitable to the occasion (definitely nothing flashy)
7. For ladies - do not wear dangly earrings
8. For ladies - keep the make-up muted
9. Remove jewellery etc. which moves, makes a noise or could hit the microphone
10. Do not wear ostentatious jewellery
11. Don't wear more than one ring per hand
12. Ensure clothing is freshly pressed (ironed)
13. Don't wear stripes, herringbone, checks or intricate designs
14. Wear over-the-calf socks so that your skin doesn't show if you cross your legs
15. Socks should be darker colour than trousers
16. Women should not wear short skirts
17. If culturally acceptable - be clean shaven (formal beards, moustaches excepted)
18. Do not wear sunglasses or tints
19. Use make-up if offered / available



Note 1 to appendix D12

## KEY MESSAGES

The airline should have a reasonable idea of what it wants to 'put across' during various types of crisis communications operations - typically requiring the development of associated '**key messages**' - which remind all concerned of 'what needs to be communicated'. Key messages typically form the **foundation** of all crisis communications and usually relate (for the purposes of the document you are reading now) in some way or another to the airline's credibility and position as related to any particular crisis

Such messages should not only be related to the 'catastrophic air accident' type situation. Airlines must also account for the other types of crises which can potentially threaten brand, image and reputation (e.g. a public health crisis; serious disruption to business ops; illegal / illicit matters etc.) - and thus be able to proactively pre-prepare associated, outline crisis communications plans / strategies - including the production of 'pre-canned' (pre-prepared) draft key messages

Use the most suitable persons within the airline (form a team for this specific purpose) to brainstorm and develop key messages. Also consider engaging expert, external support in this task

Consider the following when developing key messages:

- Use (typically) no more than three key messages per particular crisis scenario (but see last bullet point below)
- Keep the messages **short, simple** and free of **jargon**
- Expand messages as required e.g. by using 'supporting key messages' (typically 2 or 3 per **primary** key message), supporting facts and statistics etc.
- Messages should communicate airline's response to a crisis - whilst also reinforcing essential core values (mission, philosophy, honesty, fairness, compassion etc.)
- Use key messages as the core basis for all other types of crisis communications
- **Update** key messages as required (in this context '**update**' does not necessarily mean '**change**')
- Providing that the appropriate key messages were correctly chosen in the first place - think long and hard before **changing / adding** to them. However where it is deemed beneficial to change and / or add key messages - then do so

Key messages typically relate to one or more of the following (in no particular order):

- Taking responsibility
- Owning a problem
- Disclosing appropriate facts
- Setting expectations
- Creating timelines (e.g. response times)
- Demonstrating preparedness / expertise / commitment
- Demonstrating quality and safety
- Training and Exercising
- Security
- Co-operation





- Promising and then delivering on 'follow-up'
- Dedication / Honesty / Integrity etc.
- Extraordinary service(s) rendered
- Expressing care, concern, compassion and reassurance
- Expressing sympathy and condolence where appropriate
- Apologising where appropriate

Where necessary, a key message may be 'instructional' e.g. asking the public to contact the airline's emergency call centre where appropriate e.g. directing customers to contact appropriate public health agencies during a 'public health' related crisis (such as actually happened in the swine flu pandemic of 2009 and SARS / COVID-19 pandemic of 2020 - 2022) etc.

Note - always be aware that key messages can be a double-edged sword.' Too few messages / not enough detail can leave an interviewee struggling to answer a 'not prepared for' question. The opposite can lead to 'information overload'

### 'Last Resort' Key Messages

It is proposed that there are three 'get out of jail' type key messages which most organisations can probably use as a last resort during about the first 48 hours or so of any crisis - assuming that more precise and targeted key messages are **not** available (for whatever reason) during this time:

*"We have a plan to deal with ....."* You really **do** need to have such a plan in place in reality of course - which is why creating a 'fit for purpose' crisis comms response plan is so important

*"Our hearts and prayers go out to those ....."* You need to demonstrate genuine compassion and / or concern for those that have been killed, hurt, traumatised or..... simply inconvenienced

*"We immediately began our own investigation to make sure that we ....."* You must commit to finding out what went wrong and taking the necessary steps to ensure that it doesn't happen again

For 'last resort' messages to work, it is vital that they are backed up with appropriate, workable actions, responses etc. Saying e.g. that you '*care about your employees*' doesn't work if you do not or cannot demonstrate same

A different viewpoint on 'last resort' key messages advocates basing such messages on:

- This is what we know
- This what we don't know
- This is what we are doing
- This is what we want you (target audience of the message) to do +
- Inclusion of a **core / safety / equivalent** message(s) - if and as appropriate



Note 2 to appendix D12 - Media Interviews

### TYPICAL BRIDGING PHRASES

‘Bridging’ is an important media technique for ‘controlling’ media interviews. It ‘works’ by focusing the interviewer on a small number of specifically chosen **key messages** (coming from the person being interviewed [interviewee]) and which should be true, accurate, clear, concise, appropriate / relevant and memorable. Thus the interviewee might be able to re-focus / re-direct the interview (if necessary) to what is most important, relevant and critical to him / her / the parent organisation etc.

If done well, bridging significantly increases the probability that such key messages will appear in ‘the’ resulting news story / stories. Some examples of typical bridging phrases follow:

1. “And what’s most important to know is.....”
2. “However, what is more important to look at is.....”
3. “However, the real issue here is.....”
4. “And what this all means is.....”
5. “With this in mind, if we look at the bigger picture.....”
6. “With this in mind, if we take a look back.....”
7. “If we take a broader perspective.....”
8. “Let me put all this in perspective by saying.....”
9. “What all of this information tells me is.....”
10. “Before we continue, let me take a step back and repeat that.....”
11. “Before we continue, let me emphasize that.....”
12. “This is an important point because.....”
13. “What this all boils down to is.....”
14. “The heart of the matter is.....”
15. “What matters most in this situation is.....”
16. “And, as I said before.....”
17. “And, if we take a closer look, we would see.....”
18. “Let me just add to this that.....”
19. “I think it would be more correct to say.....”
20. “Let me point out again that.....”
21. “Let me emphasise again that.....”
22. “In this context, it is essential that I note.....”
23. “Another thing to remember is.....”
24. “Before we leave the subject, let me add that.....”
25. “And that reminds me.....”
26. “What I’ve said comes down to this.....”
27. “Here’s the real issue.....”
28. “Whilst ..... is important, it is also important to remember.....”
29. “It’s true that ..... but it is also true that .....”
30. “The key here is.....”



Note 3 to appendix D12

## WHAT IS A LEADING QUESTION?

A **leading question** is one which typically and subtly prompts (tricks?) the respondent to answer in a particular way. Leading questions are generally undesirable for the person being questioned (and thus might need to be countered / challenged) as they can result in false or slanted information e.g.

### Example - Leading Question

***Do you get on well with your boss?***

This 'leading' question prompts the person (being questioned) to consider an employment relationship. In a somewhat subtle (sneaky) way it might just raise the prospect that the person does **not** get on well with his / her boss

### Example - Non-leading Question

***Tell me about your relationship with your boss***

This 'non-leading' question does not seek any judgment and thus there is less implication that there might be something wrong with the relationship



Appendix **E** to CRPM Part 1 / Volume 9

### CASE STUDY

For a real life case study involving airline crisis communications at its most extreme - see:

<https://www.aviationemergencyresponseplan.com/information/>

When the webpage opens, scroll down until you find the article entitled:

**'Information Article** - Crisis Comms - Case Study - **Malaysian Airlines flight MH 370'**

Click on the title to open the document

In fact, there are two (2) articles which you might want to look at, as referred to above - the first (**Part 1**) providing 'background' material to the case study - and the second (**Part 2**) being the case study itself

#### IMPORTANT NOTE

**Both articles referred to just above were produced in 2014. It is inevitable that some of the links contained therein no longer work. Also that later information re flight MH 370 might not be reflected etc.**



Appendix F to CRPM Part 1 / Volume 9

**Crisis Communications - Some (possibly?) Useful ‘Background’ Links**

Effective Claims Management: The Role of the Crisis Communications Strategy - Nov 2011

[https://mccagueborlack.com/emails/articles/subrogation\\_crisis.html](https://mccagueborlack.com/emails/articles/subrogation_crisis.html)

Top 10 Aviation Crises handled via Social Media - March 2012

<https://simpliflying.com/blog/top-10-crisis-management-case-studies-how-social-media-can-help-airlines-deal-with-their-worst-nightmares/>

When Tragedy Strikes, does Social Media Provide the Human Touch? - June 2013

<https://itsacrisisnowwhat.com/2013/06/05/social-media-fails-and-guidelines-in-crisis/>

19 Companies which made Serious Social Media Blunders - May 2013

<https://www.buzzfeednews.com/article/ariellecalderon/19-companies-that-made-huge-social-media-fails>

How Social Media is ‘elevating’ Crisis Communications - March 2014

<https://socialfresh.com/how-social-media-is-elevating-airline-crisis-communication/>

MH 370 - Case History - ‘Damage Limitation’ - 2015

<https://www.electricalairwaves.com/wp-content/uploads/2015/09/25.-Case-History-Malaysia-Airlines-2014.pdf>

Making a Crisis Worse: The 10 Biggest Mistakes in Crisis Communications

<https://www.bernsteincrisismanagement.com/the-biggest-mistakes-crisis-communications/>

Culture and Crisis Communications - 2015

<https://www.linkedin.com/pulse/culture-crisis-communication-ella-minty-chart-pr-mcpr-miod-mspe>

The 10 Steps of Crisis Communications - 2016

<https://www.bernsteincrisismanagement.com/the-10-steps-of-crisis-communications/>

Crisis Communications Myth-busting - 2016

<https://www.prweek.com/article/1380016/crisis-communications-myth-busting>



Conflicting Crisis Comms Comment with regard to the Germanwings Disaster of 24 March 2015

<https://www.thedrum.com/news/2015/03/28/pr-experts-applaud-lufthansas-crisis-communications-approach-germanwings-disaster>

(In the above article you will need to scroll down until the text starts)

*Versus:*

<https://timoluege.medium.com/how-germanwings-failed-at-crisis-communications-8466c59fb6d0>

How United Airlines has not learned its Social Media Lessons - April 2017

<https://www.thedrum.com/news/2017/04/11/united-airlines-pr-disaster-the-21st-century-every-disgruntled-passenger-potential>

(In the above article you will need to scroll down until the text starts)

For Airlines, Real-Time Crisis Communications Becomes Even More Real - Apr 2018

<https://www.ketchum.com/for-airlines-real-time-crisis-communications-becomes-even-more-real/>

Crisis Communications / Reputation Management in the Digital Age - A Guide to Best Practice in the Aviation Industry - 2018 - IATA

<https://www.iata.org/en/publications/crisis-communications-guidelines/>

8 Step Guide to a Social Media Strategy - November 2022

<https://marketinginsidergroup.com/social-media/8-steps-to-an-effective-social-media-strategy/>

More Example Crisis Communications - **How Virgin handled** (initially) **the loss of one of its** (in development) **'virgin galactic spaceships'** on 31 October 2014

[https://www.huffingtonpost.co.uk/2014/10/31/virgin-galactics-spaceshiptwo-suffers-in-flight-anomaly\\_n\\_6083936.html?icid=maing-grid7%7Cukt3%7Cdl1%7Csec1\\_Ink1%26pLid%3D304460](https://www.huffingtonpost.co.uk/2014/10/31/virgin-galactics-spaceshiptwo-suffers-in-flight-anomaly_n_6083936.html?icid=maing-grid7%7Cukt3%7Cdl1%7Csec1_Ink1%26pLid%3D304460)

[https://www.huffingtonpost.co.uk/2014/10/31/richard-branson-spaceship\\_n\\_6084512.html?1414787607](https://www.huffingtonpost.co.uk/2014/10/31/richard-branson-spaceship_n_6084512.html?1414787607)

<https://admiralconsultancy.com/why-is-virgins-crisis-management-so-good/>

**IMPORTANT NOTE:** With time the above links will 'cease working' / 'disappear' etc. Whilst (as at April 2024) we had ensured that same were all still 'working', should the 'interested' reader find that any such link no longer functions, an associated internet search using the 'right' search terms *might* find it again??



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Appendix G to CRPM Part 1 / Volume 9

**Letters etc. of Sympathy / Condolence ..... and similar**

This is an important subject - but one which cannot be adequately addressed in a guideline / template document such as the one being read now, for a number of valid reasons

The objective might seem clear enough i.e. to **pre-prepare** (insofar as is possible / practicable so to do) for the possibility of writing many hundreds (possibly **far** more) of such letters (and / or similar communications including those 'electronically' sourced e.g. email) in the hours, days and weeks following a catastrophic aircraft accident event - involving heavy loss of life; numerous critical injuries and thousands of associated 'family, relatives and friends' (**located all around the world**)

**BUT** - some of the challenges to be faced re the above include (list is far from being exhaustive):

- **Who** should receive such letters etc. (i.e. we are into the age old problem of exactly 'who is' the appropriate 'next of kin' / 'closest relative' / 'equivalent person' type conundrum here)?
- **When** should they be sent (the disappearance of Malaysian Airlines Flight MH 370 in March 2014 exemplifies the associated difficulties which might be experienced in such a situation)?
- **Where** should they be sent (i.e. is the intended address used for such correspondence 100% correct in all respects [imagine the furore if a condolence letter goes astray / goes to the wrong family etc. - because the accident airline had not done its homework])?
- **What** should they say (e.g. there will possibly be a need to 'play off' saying too little versus saying too much - especially [for the latter] re the progress of any associated air accident investigation process)?
- **Who** should draft such communications (choosing the most appropriate person(s) for this critical but unenviable task is imperative - **and it will almost certainly be too late to make such selections 'on the day'**. Regular training and practice in writing same, using e.g. varying crisis related scenarios [e.g. during emergency response exercises], is also essential)?
- **How** best to 'personalise' each of the many letters / messages etc. to be sent (i.e. avoid the look and feel of 'just another mass produced communications exercise'. This is particularly relevant when corresponding with family, relatives and friends of own airline's staff / employees / similar)
- **How** will they look when finalised? (see an example of 'how not to do it' on the next page)

Consequently, it is vital that, as part of the airline's ERP / CCP pre-planning and ongoing maintenance, training and exercise process, the above challenges (and others not so listed) are accounted for and adequately addressed, before such use 'in anger' / for real

For many airlines the 'lead' here will typically come from the airline's Crisis Communications Team (Corporate Comms / PR) - supported, as required, by e.g. **external** (third party) specialist / expert advice (if / as available) - and **internally** be airline senior management + the appropriate (airline) crisis support units e.g. flight operations, cabin crew, HR etc.





There would appear to be a general lack of suitable reference / guidance material available regarding the above subject, particularly as it relates to the catastrophic air accident type situation

However, the 'military' is typically well versed in the subject (for obvious reasons) and as such, the information to be found at *attachment 1 to this appendix G* (starts page 186) may be of some (if limited) use

*How **not** to do it* (see below link)

<http://www.dailymail.co.uk/news/article-1226278/Jacqui-Janes-Mother-dead-soldier-confronts-Brown-letter-errors-equipment-shortages-astonishing-13-minute-phone-call.html>

Lastly, do **NOT (EVER)** use email, text message, social media etc. to send such messages



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## Attachment 1 to Appendix D11

### More on Social Media Use During Crisis Response Operations

#### Crisis Communications - Social Media - Use of Hashtags (Taking 'Twitter' as a Typical Example)

##### Create your own 'Hashtag'

Generally speaking, If you own (originate) a hashtag (#) about a particular subject (for example a catastrophic aircraft accident (e.g. #MAS370); a major natural disaster (e.g. #haiyan); a major public health crisis (e.g. #ebola); a major armed conflict (e.g. #gaza)) ..... and immediately take appropriate action to try to make it the primary hashtag (source) for the associated information, you **might** well get the media and general public using it too in ever increasing (trending) numbers

For example - if people are looking for information about a very recent accident to (fictitious) **Flight FX123** and they see you (e.g. the parent airline) creating and making immediate use of a unique hashtag such as **#FX123** - that's it. 'Everyone' will probably start coming to you (i.e. the hashtag is starting to 'trend') because you're using this unique hashtag - and you now 'own' that particular conversation

You can use that same hashtag to e.g. 'track the conversation', 'know what's being said incorrectly and immediately start correcting it'; 'make short statements / comment' etc.

Note that everything tweeted on **#FX123** should also contain a reference to the airline's 'normal business' twitter / X site (e.g. '@FX') - to try to ensure message consistency and more widespread coverage

Whilst use of the hashtag began with 'Twitter' - it (or an equivalent) is now used by most other well-known social media organisations

For more information on the use of the hashtag (in this case as related to 'Twitter / X') see **next page**

##### Case Study (from 2014)

Below you will find some social media related information concerning the disappearance of Malaysian Airlines flight MH 370 in March of 2014

##### Lack of Crisis Related Hashtags

Although the airline did use its own crisis related hashtag **#MASalert** on **some** of its tweets and Facebook posts, it did not do so consistently - nor did it encourage others to follow this specific hashtag

Effective use of this same crisis hashtag could also have been made within the airline's official updates and releases **published to their own dark website**, as this would have provided dark website viewers with knowledge of its existence / use

Note - The airline's **normal business** social media twitter address (at the time) was '@mas'



The public (none-airline) originated hashtags [#MalaysiaAirlines](#) and [#MH370](#) were starting to trend heavily at this same time and Malaysia Airlines might have leveraged (made use of) them better (in the earlier phases of the incident) re their own crisis communications, posts, tweets etc.

Since these hashtags ([#MalaysiaAirlines](#) and [#MH370](#)) were being used and monitored by countless members (worldwide) of the airline's audiences at this time, it would have been an effective crisis comms strategy to make sure that the airline's official responses and key messages were *also / additionally* included within the associated social media feeds of these latter hashtags. If nowhere else, this should have been included within the airline's Facebook 'posts' and Twitter 'tweets'

Seven months after MH370 disappeared without trace [#MH370](#) was still up and running - see 'screen shot on page [182](#) as an example. For a little more information related to this case study you might also wish to look at:

<http://www.slideshare.net/trinetizen/mh370-case-study-lessons-in-social-media-and-crisis-communications-33806398>

*Updating Note - An aircraft part (flaperon) was washed up on a beach on the island of 'La Reunion' on 29 July 2015. Whilst this island is approximately 2,500 miles / 4,300 km - in an approximate westerly direction from the 'best guess' area of where MH 370 'went down', the flaperon has been 100% confirmed as coming from the MH 370 aircraft. Over the subsequent few years more aircraft parts (also confirmed to be from MH370) were also found in approximately the same geographic region*

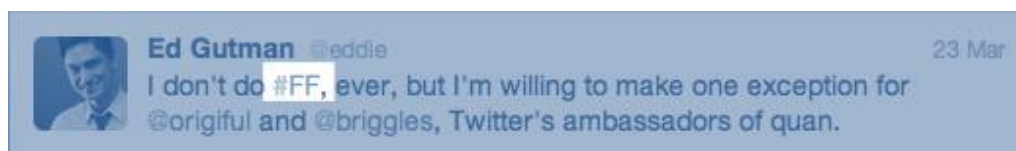
### More on Use of the 'hashtag' in Twitter Messages

**Definition:** The # symbol, called a 'hashtag', is used to mark / highlight *keywords* and / or *topics* in a 'Twitter / X' message (Tweet). It was originally created organically by Twitter users as a way of categorising tweets

### Using Hashtags to Categorize Tweets by Keyword:

- People use the hashtag symbol '#' before a relevant keyword or phrase (no spaces) in their Tweets - to categorise those Tweets and help them show more easily in a [Twitter / X Search](#)
- Clicking on a hash-tagged keyword in a message shows all other Tweets using that keyword
- Hashtags can occur anywhere in the Tweet - at the beginning, middle or end
- Hash-tagged words that become very popular are known as '[Trending Topics](#)'

Example: In the Tweet below, @eddie included the hashtag #FF. Users created this as shorthand for "Follow Friday," a weekly tradition where users recommend people who others should follow on Twitter





### *Using Hashtags Correctly:*

- If you Tweet with a hashtag on a public account, anyone searching for that hashtag may find your Tweet
- Do not ‘#spam #with #hashtags’. Don't over-tag a single Tweet. (Best practice recommends using no more than 2 hashtags per single Tweet message)
- Use hashtags only in Tweets relevant to the topic of concern

### *Having Trouble?*

Check out this [troubleshooting article](#) for solutions to common problems with hashtags

### *Case Study - Typhoon Haiyan - Philippines - 2014*

<https://www.hashtags.org/research/statistics/hashtagging-a-disaster-haiyan-and-its-hashtag-permutations/>



Tweets about #mh370 has x

Twitter, Inc. [US] https://twitter.com/hashtag/mh370

#mh370 Have an account? Sign in

Get instant updates on #mh370

Full name

Email

Password

Sign up for Twitter

✓ Everything

People

Photos

Videos

News

Timelines

Advanced Search

✓ Everywhere

Near you

Worldwide Trends · Change

#ILoveYouBecause

#WelcomeToBrasilGostosas

#MasHAPPYKapag

#TodosConTeresaM4

Patrick Modiano

#YanAngKaibiganKo

Results for #mh370

Top / All

Charles Hawley @charles\_hawley · 2 hrs

Emirates head Sir Tim Clark critical of investigation into missing #MH370.

spon.de/aelj6

View summary

Reply Retweet Favourite More

Amit Paranjape @aparanjape · 3 hrs

First official report on #MH370 says flight spiraled into sea after fuel ran out

goo.gl/bTWIRW

View photo

Reply Retweet Favourite More

Top news story

CNN @CNN · Oct 7

"Accidents without answers produce doubts about safety." Why we must keep searching for #MH370

cnn.it/1yKCYku

CNN SPECIAL REPORT

VANISHED: THE MYSTERY OF MALAYSIA AIRLINES FLIGHT 370

TUESDAY 9<sup>P</sup>ET/PT

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13:28 09/10/2014



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### Real Life Case Study of Darksite Use in Practise

**Flydubai flight FZ 981** crashed at Rostov on Don (Russia) during the early hours of 19 March 2016. All 62 persons on board perished upon impact with the ground

To view screenshots taken from the flydubai darksite in the first few days following the accident (and some related social media [Facebook] information too) - please see the below:

#### CASE STUDY

For a real life case study involving airline use of the 'dark site' - see:

<http://www.aviationemergencyresponseplan.com/information/>

When the webpage opens, scroll down until you find the article entitled:

**'Information Article** - Crisis Communications Strategies - **Dark Site & Social Media'**

Then click on the title **'Dark Site & Social Media'** to open and read the document - (see **'Part 2'**)





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Appendix G to CRPM Part 1 / Volume 9

More Information / Suggested Guidance - re 'Letters of Sympathy'

**US Army Procedures for Letters of Sympathy / Condolence / Concern** (Extract from US Army publication 'AR 638-8 / ARMY CASUALTY PROGRAM' - dated 7 June 2019)

[https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/pdf/web/ARN16284\\_AR638-8\\_CC\\_FINAL.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN16284_AR638-8_CC_FINAL.pdf)

**Chapter 7**  
**Letters of Sympathy / Condolence / Concern**

**Section I**

*Letters of Sympathy*

**7-1 Description of Letters of Sympathy**

Letters of sympathy are intended to extend sympathy and inform the PNOK (primary next of kin) of the details and factual circumstances surrounding the person's death or missing status. Use AR 25-50 as the primary reference for preparing correspondence

**7-2 Preparing Letters of Sympathy**

When preparing letters of sympathy, CDRs (commanders) will use the following guidance:

- a. Send a letter of sympathy to the PNOK of all deceased Soldiers, including those who die while in an AWOL status  
  
The CMAOC (casualty & mortuary affairs operations centre) will determine whether to send a letter to the PNOK of deserters
- b. Send a letter of sympathy to the PNOK of all DOD (department of defence) and DA (department of the army) Civilians who become casualties whilst:
  - 1) Assigned or deployed overseas
  - 2) In the United States and in a TDY (temporary duty) status
  - 3) Supporting contingency operations.
- c. Send a letter to the PNOK and parents who are SNOK (secondary next of kin). For separated or divorced parents, prepare and send individual letters
- d. Prepare letters of condolence in place of letters of sympathy for a NOK who, by his or her presence or through an appropriate source other than official casualty notification, is already fully aware of the circumstances surrounding the casualty
- e. Normally, it is most appropriate for the first field-grade CDR in the chain of command (usually the Battalion CDR) to prepare and send the official letter of sympathy



- f. When an individual dies while in a transient status, the CDR from where the Soldier just left will prepare the letter of sympathy. If the Soldier signs in and belongs to the gaining unit, that unit CDR will prepare the letter of sympathy
- g. In the case of suicides, the unit CDR will prepare the letter of sympathy and include the Soldier's contribution to the unit
- h. Supervisors or CDRs will write a letter of sympathy to the PNOK and parents who are SNOK, within 7 days after the time of death or submission of the INIT, whichever is shorter. The preparing CDR will coordinate the mailing with the appropriate CAC to ensure that all aspects of the letter are proper and correct, and that all NOK notifications have been completed
- i. When the casualty is the result of contingency operations, the preparing CDR will coordinate with the deployed G-1 to ensure that all aspects of the letter are proper and correct before sending it

### 7-3 Content of Letters of Sympathy

CDRs will keep letters sincere and use simple language. Extend sympathy and refer to the circumstances surrounding the individual's death, DUSTWUN (duty status - whereabouts unknown) or EAWUN (excused absence - whereabouts unknown) status with as much detail as possible

- a. Avoid use of military terms such as "line of duty," abbreviations, or Army jargon (for example, 1300 hours should be expressed as 1 p.m.)
- b. In cases of homicide or apparent self-inflicted death, include a brief, carefully worded statement of the circumstances of death. Write this statement so the addressee will not misconstrue the cause and manner of death. Be factual, but do not attempt to explain the situation or provide information that will unfavourably reflect on the decedent unless required to explain the cause of death

When appropriate, tell the Family that the Army is conducting an investigation into the death and that the CAO (casualty assistance officer) will keep them informed as the investigation progresses and help them obtain a redacted copy of the investigation results

- c. Do not include any statements that might be the basis for a claim against the Government or another agency or person. Also, avoid disclosing information protected by FOIA (freedom of information act) or other security regulations
- d. CDRs will make certain that the details given correspond with the INIT and the findings of a completed investigation
- e. Be sensitive to the NOK and give a factual and logical explanation of the circumstances.

Answer the "5Ws" (who, what, when, where, why and / or how) and provide answers to any questions that the Family might ask, giving pertinent facts that will comfort the NOK

The following facts may be stated, when applicable:



- 1) Casualty did not suffer
  - 2) Casualty received the last rites of his or her faith
  - 3) Casualty's memorial service(s) was / were held
  - 4) Statement(s) on the casualty's work, his or her adaptation to Service life and contributions to the unit (when appropriate, add this information).
- f. The CDR may include photographs and/or a recording of the memorial service. The CDR will not send photographs depicting the casualty incident
- g. The CDR will avoid unfitting compliments and ghastly descriptions
- h. In cases of death from hostile action, when security restrictions permit, provide facts describing the combat operation or action and other circumstances concerning the casualty's status
- i. Include details concerning the date, geographic location, and type of mission. Carefully describe how the incident occurred and, if appropriate, show that medical aid was immediately available
- If the casualty occurred during combat action, explain what was accomplished, describe the Soldier's contribution to this and other actions. Whilst the letter(s) should provide such details, CDRs should be mindful of operational security concerns
- j. Do not state / discuss Soldier's recommendation for a posthumous promotion, decoration or award
- k. Ensure that letters to members of the same Family agree on circumstances surrounding the casualty, but change them so as to ensure each is personalised

#### 7-4 Review of Letters of Sympathy

The brigade adjutant, parent unit CDR or agency director will review all letters of sympathy for compassion, clarity, accuracy and agreement with the facts reported on the INIT (initial casualty report) or most recent casualty report before they are sent to NOK

In cases of suspected or apparent homicide, the servicing judge advocate will also review the letter(s) before they are sent to the NOK

The preparing command will also provide a copy of the letter to the CAC (Casualty Assistance Centre), to be included in the permanent case file and for upload into DCIPS (Defence Casualty Information Processing System)

## Section II

### *Letters of Condolence and Concern*

#### 7-5 Purpose of **Condolence** Letters

Such letters convey condolence (from a higher level of command) on a Soldier's or DOD and / or DA Civilian's death. They do not describe the circumstances surrounding the death. All echelons of command, other than the CDR completing the letter of **sympathy**, should prepare letters of **condolence** to the NOK



#### 7-6 Mailing Condolence Letters

No letters of condolence will be sent until after receipt of confirmation that all NOK have been notified. Do not mail any other letters of condolence until at least 24 hours after mailing the letter of sympathy

#### 7-7 Review of Condolence Letters

The Brigade Commander will review the letter of condolence to ensure compassion, clarity, accuracy, agreement with the facts reported on the INIT or most recent casualty report and compliance with paragraph 7-3. In cases of suspected or apparent homicide, the servicing judge advocate will also review the letter(s) before they are sent to the NOK. The preparing command will provide the CAC with an information copy of all letters of condolence

#### 7-8 Letters of Concern

If they desire, CDRs of personnel reported as DUSTWUN, EAWUN, missing, or hospitalized and listed as VSI (very seriously ill / injured), SI (seriously ill / injured) or NSI (not seriously ill / injured) may correspond with the Soldier's Family. If they write, they must follow the procedures for preparing and reviewing letters of sympathy

Note from Author / Owner of this Guideline / Template Document (i.e. the document you are reading now)

The 'Chapter 7' shown above has been extracted from the appropriate **US Army** publication. Readers wishing to read said publication in full should follow the link shown immediately below

[https://armypubs.army.mil/epubs/DR\\_pubs/DR\\_a/pdf/web/ARN16284\\_AR638-8\\_CC\\_FINAL.pdf](https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN16284_AR638-8_CC_FINAL.pdf)

Note that the above link may cease to function with the passing of time. If it does **not** work, try an internet search using the words 'Army Regulation 638-8 Casualty and Mortuary Affairs Army Casualty Program'


On the next **3** pages you will find a **fictional example** of a 'US Army' letter of sympathy:



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www.apd.army.mil/Search/ePubsSearch/ePubsSearchForm.aspx Search

Page: 36 of 60 Automatic Zoom



**DEPARTMENT OF THE ARMY**  
ORGANIZATION  
STREET ADDRESS  
CITY STATE ZIP

Addressee  
Street Address  
City State Zip

Dear Mrs. Doe:

Please accept my deepest sympathy on the loss of your husband, Private John Doe, who recently volunteered to serve his country as an American Soldier, and who was a good man to all who knew him. This tragedy has taken this fine young man from his Family and his friends. Words cannot and will not describe to you how sorry I am about this tremendous loss and how much John's death has and will continue to impact those of us still serving.

As you know, John had recently arrived here in Bravo Company, 52nd Infantry Battalion form Advanced Individual Training at Fort Benning, Georgia. John was extremely proud to now be wearing his black beret, and eager to join his new unit and Family--the Bravo Company Bulldogs. He had settled into his new barracks room and was preparing for the unit's first big training exercise at the Joint Readiness Training Center at Fort Polk, Louisiana. As John probably told you, the unit was training hard in preparation for this exercise. The First Infantry Division conducts three Warfighter exercises each year in order to stay finely honed for combat, and this was the first for John. As a member of the second squad of the 3rd platoon, he was setting the example for others as a fine rifleman and Soldier.

On Monday, December 13, 2005, the Soldiers of Bravo Company awakened early for an esprit de corps physical training run. John proudly carried the guidon for his platoon that morning, leading the other 35 Soldiers on a 5-mile run through Fort Riley. After breakfast, the company boarded buses for the ride to Range 31 to qualify with their individual weapons one last time before the trip to Fort Polk. John was in the third firing order at the seventh firing point, and his roommate, PFC Compton, was next to him. The Soldiers fired their familiarization rounds and then cleared their weapons in preparation for qualification. As the Soldiers left their firing positions and moved downrange to check their targets, another Soldier's weapon accidentally fell to the ground and discharged. The bullet struck John in the head, killing him instantly. The other Soldiers, his battle buddies, rushed to his side. A combat medic trained in

20:49  
11/07/2016



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Page: 36 of 60 Automatic Zoom

rounds and then cleared their weapons in preparation for qualification. As the Soldiers left their firing positions and moved downrange to check their targets, another Soldier's weapon accidentally fell to the ground and discharged. The bullet struck John in the head, killing him instantly. The other Soldiers, his battle buddies, rushed to his side. A combat medic trained in life-saving techniques was there on the range and in an ambulance. Although he tried extensively, he was unable to revive John. A medical evacuation helicopter from the post hospital was on site within 15 minutes and transported John to Irwin Army Community Hospital, where the doctors declared him deceased.

At this time, the incident is under investigation to determine how this tragic accident occurred and how to prevent a recurrence. Once the investigation has been completed, I will ensure that you have an opportunity to be briefed on the results of the investigation.

I think that it is important that you know how much John loved the Army and what he was doing. Although he was only in our unit for a short time, he already stood out as one of my most motivated and promising young Soldiers. He was always first to volunteer for missions, kept his uniform and boots immaculate, and never missed a formation or a work call. He was an extremely promising Soldier, well-liked by all others in the platoon and the company. I have a

Figure 8-1. Sample commander's letter of sympathy to next of kin (non-hostile)

30 DA PAM 638-8 • 23 June 2015

20:51 11/07/2016





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www.apd.army.mil/Search/ePubsSearch/ePubsSearchForm.aspx Search

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very clear memory of John carrying the platoon guidon that last morning as the companies passed in review before me and my battalion staff. I remember how proud he was and how tall he marched carrying the Bulldog 3 flag. John was an American Soldier and an Infantryman—doing the job that he signed on to do. I am proud to have been associated with this outstanding American.

I cannot even begin to imagine the impact that this loss will have on you, his Family. I don't know how much peace this will bring you, but I know that the Soldiers with whom John served have a great deal of respect and love for him. We had a memorial service at 10:00 a.m. today, where we remembered John and his fighting spirit. The comments made by those who served closely with John were spoken from the heart with a great deal of emotion. I think that Corporal Freeman, his squad leader, best summarized John's service when he said, "I am going to miss the sharpest, most motivated Soldier in my squad, the one who always yelled 'Yes, Corporal' the loudest, the one who I could always count on to get things done. But most of all, I'll miss the potential he had and all he could have been." Following the formal service, as bagpipes played "Amazing Grace" in the background, each Soldier in turn rendered a solemn salute to an M16, laden with a set of John's identification tags that had been secured between a pair of his boots, and placed on a pedestal in front of us.

It is very important to me that you know two things. First, John loved what he was doing. Second, John loved the Soldiers with whom he served; and they loved him. I wish you and your Family the very best as you deal with this unthinkable tragedy. If there is anything I can do to help ease your pain during this time, I welcome that opportunity. Please know that you are, and always will be, part of the 52nd Battalion, 1st Brigade, 1st Infantry Division, the "Big Red One."

With Deepest Sympathy,

ROBERT E. XXXX  
Lieutenant Colonel, US Army  
Commanding

Figure 8-1. Sample commander's letter of sympathy to next of kin (non-hostile)—continued

Windows taskbar: Internet Explorer, Firefox, Word, 20:52 11/07/2016





### Victim (Definition )

**For aircraft accident purposes** (as used herein), **victim** is a term referring **collectively** to **all** (who had been) on board the accident aircraft (**air victims**) - together with (+) **other persons directly involved** (i.e. typically third parties on the ground i.e. **ground victims** - being injured / killed / traumatised etc. .... as a **direct** consequence of said aircraft 'hitting the ground' ..... or similar [equivalent impact] event)

(Note that the term '**victim**' does **not** refer to the dead alone **nor** should it be associated with others who might be termed herein as **indirectly** involved [**no matter how closely**] by the emergency / crisis e.g. family, relatives & friends [FR] of victims - where such FR had **not** been travelling on board the accident flight and who also **cannot** be classified as **ground victims** - are thus considered herein to be **indirectly** involved

Note also that the corresponding 'International Civil Aviation Organisation's [ICAO]' definition of '**Victim**' is very similar i.e. '..... **An occupant of an aircraft, and / or any person outside that aircraft, who is unintentionally, directly involved in an associated accident involving that aircraft. Victims may include the crew, revenue passengers, non-revenue passengers and **third parties** [i.e. **ground victims**]**.....')