

行政院及所屬各機關出國報告
(出國類別：會議)

ASC-TRM-03-05-001

參加
「國際航協亞太地區溝通常年會」
報告書

服務機關：行政院飛航安全委員會
出國人姓名：任靜怡
出國人職稱：飛安官
出國地區：越南河內
出國期間：民國九十二年三月十二日至三月十四日
報告日期：民國九十二年五月七日

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ASC-TRM-03-05-001

行政院及所屬各機關出國報告提要

系統識別號 C09201285

出國報告名稱：參加「國際航協亞太地區溝通常會」報告書

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出國計畫主辦機關：行政院飛航安全委員會

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報告日期：民國九十二年五月七日

分類號/目

關鍵詞：溝通 危機公關 緊急應變 危機管理 載客率

摘要：

國際航協之主要角色在代表並為航空業界服務，因此業者之主要利益及航空市場之整體興衰與國際航協息息相關。

航空市場在近期的確遭受極大的衝擊，市場的不景氣所帶來的是如何求生存以渡過難關，而要在現今吸引消費者搭乘空中交通工具除了在大環境祛除不安全的疑慮外，更要在票價上以低成本訴求號召，這些手段亦必須在這個生命共同體的每一個環節都有此共識，願意在現階段暫時減少收益以共同以低利吸引旅客回流。

以國際航協的立場，如何扮演好穿針引線的角色，讓全世界各地業者對市場環境的正認知，在共同的標準下作業以示公允，提供最有效及便利的服務給消費者是其主要的責任，而方法不外是透過一些國際性的會議或文宣傳達。

亞太溝通年會也因此扮演舉足輕重的角色，希望透過業者溝通主管的 參會，能將一些國際航協所做的，將預劃要執行的及希望業者配合的安排在大會議程中。

本次年會選在越南河內舉行，除了替當地觀光旅遊市場宣傳外，可能亦有看準當地在亞太未來市場發展不容忽視之潛力，大會包裝之議程結合了國際航協之高階主管，主要媒體，溝通主管就所謂公關策略、危機處理等主要議題以不同層次及立場說明，也由於出發點及立場的不同讓參會人員因資訊交流而達到溝通年會的主要目的。

赴越南河內參加
「國際航協溝通年會」報告目錄

- 壹、 目的
- 壹、 會議日程
- 貳、 與會心得
- 肆、 建議
- 伍、 附錄

壹、目的

國際航協(IATA)為加強對亞太地區業者之服務，每年定期在不同地區舉行公關代表溝通研討會，會議的內容著重在傳遞航空界重要訊息，包括：運量消長、國際航協近期為業者爭取之重要措施、國際航空界之重大改變、重要安全政策、及與業者公關代表業務息息相關之策略性議題，如緊急應變、如何與媒體應對、業者與媒體間之良性互動及供需問題，如何擔任公司對外溝通橋樑等，這也是國際航協對業者提供一系列服務項目之一，希望藉由公關代表之參與，能將正確之資訊傳達至公司高階主管，並使亞太業者間對某些重要溝通有關議題有一致性之做法。

本年度之年會由國際航協與越南航空公司合辦，舉辦國越南觀光局亦同時大力推廣其觀光遠景，雖然對參會業者代表來說，公關代表並非業務主管，但對參加會議之各國媒體而言倒是做了最有經濟效益的免費宣傳。

本會在許多國際性會議中名聲漸響，在主要國際媒體上，因年前之新航事件表現獲得注意，亦有大篇幅報導，故本次大會特別邀請本會派員就失事調查機關在重大飛安事件中與媒體及業者間之互動做一簡單的介紹。

雖然本會在業務上與國際航協較少來往，但近期因飛安事件調查亦必須與國際航空業者及媒體接觸，在類似會議中除了對本會有正面宣傳效益外，更可以從大會邀請之重量級媒體代表說明中，了解媒體在重大事件報導的角度及其取捨衡量，也因接觸亞太地區公關代表了解其在重大失事後之公關策略運作想法。

在公關溝通策略上，新聞價值是各方所重視的，如何利用好的工具及媒介將對自己有利且媒體易於引用的訊息傳達出去至為重要，惟有先了解媒體生態及對可能發生危機有萬全應變策略，才能將傷害減至最低，這也是本次大會希望傳遞的重要訊息及個人參會的收穫。

貳、會議日程

13 March

08:45-10:15 Official Opening

Mr. Hien / President , Vietnam Airlines
William Gaillard /Director Corporate, IATA
Peter Morris/Chief Economist, IATA

10:30-12:00 What is wrong with Air transport today

Carlos Chua /Commercial Director, AAPA
Tom Ballantyne
Chief Correspondent, Orient Aviation
Tony Fernandes
President & CEO, Air Asia

13:30-14:30 Branding

Susan Bradley/Director, Communication, Boeing Commercial Airplanes
Alastair Carthew/Director Corporate Affairs, Atar Alliance
Daniel Baron/Asia Pacific Editor, Aircraft Interiors

14:30-15:30 Communication Challenges

Aircraft Leasing and Financing Issues

Sean Lee/ Director of Corporate Communication, SALE

Internal Communication During a Merger

Geoffery Tudor
Director of Corporate Communications, JAL

16:15-17:45 Media Round Table

Scott Neumann/Asian Wall Street Journal, Hong Kong(TBC)
Tom Ballantyne/Chief Correspondent, Orient Aviation
George Joseph/President, Asia Pacific Aviation Media Assotiation

14 March

08:45-10:15 Indochina : What's going on

Regional Tourism development in the Mekong
Regional Aviation in Indochina : A Manufactures' Perspective
Aviation in the region
Communications Strategies for Vietnam
Business Opportunities in Indochina

10:30-12:00 Tackling Industry Issues

User Charges, Liberalization, Cabin Health, Security

Lasantha Subasinghe/Assistant Director, User Charges, IATA
Andrew Drysdale/ Regional Director Asia –Pacific, IATA
Willaim Gaillard /Director Corporate Communications, IATA
Ken Scott/Director Corporate Communications, PATA

13:45-15:30 Crisis Management

The Accident Investigator

Tracy Jen/Air Safety Investigator ,ASC

The Operational Response

Rob Jensen/Chief Operating Officer, Kenyon International

Role of the Wire reporter in an Aviation Disaster

Christina Pantin/ Senior Correspondent/Reuters

15:45-18:00 Crisis Simulation Exercise

John Bailey, Director, Crisis Communication , IATA

參、與會心得

本次會議之主要對象，為各國際航協會員國負責溝通之主管級人員，其主要目的是希望藉此年度會議，讓有關人員能對 IATA 為業者所做之努力，包括資訊搜集及相關權益爭取有所了解，同時藉由每年於不同地區舉辦讓會員代表了解亞太地區地方特性，並與不同溝通對象(包括媒体、政府機關、業者間及旅行業者)建立良性互動。

議程中包括對主辦國之區域性觀光及旅遊市場之介紹，依國際航協對 2004 年空運市場之展望，認為亞太地區可能是最不受 911 恐怖事件攻擊及經濟不景氣影響的地區，發展前景極為樂觀。

會中由媒体記者之說明可了解不同類型記者之工作區域，旅遊產業界之媒体(Trade Press)所撰寫之角度即與一般記者不同，Trade Press 其傳播對象為旅遊界人士、觀光當局或與此相關業者。

由此可見不同媒体對新聞之需求及標準自有其差異性，惟在新聞溝通工具及技巧運用上，並無所謂產業媒体與

一般媒体間之別，其共通性可經由媒体角度看受訪者所提供之新聞稿在品質及取用方便性之優劣取捨可見一般，這亦可供本會未來與媒体互動時之參考，包括對主要訊息之傳達、對提供稿件是否具新聞性之認知，對明顯為宣傳性之新聞稿取用之方便性，對發言人階級之重視，甚至於記者會後之補充資料及時提供方式等，均可做為本會一般面對媒体之參考。

本次受邀出席媒体均為資深工作者，無論就媒体角度看業者之公關運作、政府機關之政策及對空運有深遠影響之保安、票價、航空公司之策略規劃及競爭等，均有其獨到看法，惟僅就出席者多為溝通主管，面對可能會影響公司未來經營策略之提案，是否有足夠影響力或如何有效傳達以上資訊至高階管理則尚待觀察。

會中曾就媒体之社會責任及對新聞取捨標準有所討論，對與會媒体而言，大部份認為其責任在於完整報導事實，至於是否對業者生存、形象或航空界整體發展有任何影響均不在其考量之內。

與會擔任內部溝通主管亦各有專題，無論對合併聯營後公司內部溝通機制、公司處於危機時之公關策略、如何

塑造公司優良品牌等，舉例來說以製造廠波音公司所主打之一系列廣告，主要訴求係以提起消費者對搭乘空中交通工具之興趣，可見航空業界之不景氣對相關產業均有深遠影響且廣告賣點可以僅就刺激消費者樂於旅行而無關品牌。

本次會議中，一如近期國際間舉辦之安全會議，對 911 恐怖事件所造成之傷害著墨甚多，同時也認為目前產業界惟有自立自強，降低成本方能共同度過難關。因此，IATA 甚至提出對所謂國家航空公司(National Air Carrier)，於經營不善時，由於後台有持續之金援，造成獨佔航權、劣幣趨逐良幣及立足點與利益不平等，故 IATA 正醞釀未來建議國家航空公司自然淘汰之機制。

任何危機發生時，媒體溝通技巧更為重要，訊息的提供要迅速、切合重點、具新聞性並達到正面溝通的目的，如何利用 News Wire 與網頁作為與大眾溝通管道，統一聯絡窗口及事先整合提供之資訊方是避免因不良溝通產生誤解的方式。

本會代表在危機管理議程中，舉出從失事調查過程中引

伸出在不同階段中失事調查單位、媒體與業者因角度及立場不同而產生之差異。僅從調查程序來看，無論是作業程序、報告格式、如何執行調查或區域性媒體生態各有不同，其中如對座艙語音通話器之內容公布、證人訪談、檢調單位之做法、政府資訊公開法、資訊分享方式、顧問及公會代表的參與、家屬協助等各有不同，因此必須先對溝通對象作業方式有所了解才能知道此種溝通的方式、做法是否合適。

站在失事調查機關工作人員的角色，必須謹守遊戲規則，因能公開的資訊與媒體所想要的已在共識上先有落差，而失事調查單位所傳遞的又都是技術性內容，溝通上已成障礙。站在業者的角度來看，所有能說的都無法彌補商譽上所造成的傷害，對媒體不實報導要如何更正更是困難，同樣的情況亦發生在媒體，對大多數從事一般性新聞工作者而言，要做對的、快的、好的、深入的報導必須在平時累積專業，要滿足讀者知的權利更必須自各個不同角度看問題，而要有獨家卻必須聳動，誇大渲染或猜測。

以本會處理新航事件方式為例，如果不能先將調查報告

程序事先說明，針對可能疑慮澄清，對不實報導及時更正，但適可而止以避免落入你來我往的口水戰而分散了調查報告最終目的是預防及提出飛安改善建議，則不可能在短期內得到國際媒體的認同，可見溝通策略是需要事前完整規劃並具備危機處理觀念，同時必須因人事時地物之不同隨時調整，即便有立場觀點的差異，但只要不妨礙作業之基本原則，平時建立溝通雙方互信，則可有雙贏的結果。

綜觀本次會議安排，地主越南航空盡心安排會議議程，但可惜限於語言障礙，地方上參會者少。雖然航空業仍籠罩在一片不景氣下，但會中無論國際航協或其他團體代表仍對後勢表樂觀，認為只要共體時艱，則以生命共同體的觀念在短期內可望回春，尤其是以印度中國及東南亞、東北亞在航運發展上，未來必將超過美歐。

大會最後一日媒體開始報導當地出現第一起 SARS 病例，造成與會人員不小震撼，也親眼目睹媒體人在追逐新聞的辛勞。

肆、建議

- 一 繼續加強與國際媒體良性互動
- 二 未來可考慮以國內媒體為對象辦理類似溝通
座談會

伍、附錄

(一) Communication in Accident Investigation

(二) IATA Crisis Exercise

**Communication
in
Accident Investigation**
Media Vs Investigators



Presentation by:
Tracy Jen/Investigator
Aviation Safety Council
March 13-14,2003

Presentation Outlines

- Investigation process brief
- Different views
- Lessons learned(mutual gain approach)



Investigation Process Brief

- Investigation Process
- Some Differences



Investigation Process Brief (Investigation Progress)

- ICAO ANNEX 13
- On-Scene Phase
- Lines of authority
- Confidentiality
- Factual Report
- Analysis
- Final Report



Investigation Progress Brief

■ ICAO ANNEX 13

Identity

- *State of Manufacture
- *State of Design
- *State of Operator
- *Accredited Representative
- *Advisory



Investigation Progress Brief

Investigation Authority (Example)

Question:

A/C Type: ATR Manufacture: Eng: Design:
Owner: Register: Operator:
Lease Company: Star Alliance(
Lease Type:
Crash Site:
Nationality of the fatalities:



Investigation Progress Brief (On-Scene Phase)

- The Go Team/On-Scene Commander
- Comm.Center/Command Post
- Organizational Meeting/Progress Meeting



Investigation Progress Brief (On-Scene Phase)

- Initial Notification should be completed
- Initial Coordination with parties' members, Local law enforcement, Fire & Rescue, National Guard services
- Bodies & Wreckage Removal
- On-site Safety & Site Security



Investigation Progress Brief (On-Scene Phase)

Job Description:

- Wreckage Examination
- Photo/Documentation & Diagramming
- Collecting Evidences
- Interview
- Wreckage Disposition & Removal



Investigation Progress Brief (Lines of authority)

- | | |
|---------------------------------|---|
| ■ Director or Supervisor of IIC | *Supervisor of AR |
| ■ IIC | *AR |
| ■ Party Coordinator | *Technical Advisor |
| ■ Group Chairman | *Members of organization of technical advisor |
| ■ Group Member | |



Investigation Progress Brief (Confidentiality)

- Non-Disclosure Agreement Letter
- Who had the right to speak
- What kind of information could be shared



Investigation Progress Brief (Factual Report)

- Usually Less Than 5-6 Months
- No Analysis
- Pertinent facts only
- Provide to Parties



Investigation Progress Brief (Final Report)

- Final Draft review by participant States

- Comments may deliver Within 60 days

- Report amended /appended



Investigation Progress Brief Some Differences

- Differences in authorities

- Differences in Laws

- Differences in Procedures

- Differences in Media

- Differences in Report Format

- International Differences in Conducting Aircraft
Accident Investigations



Investigation Progress Brief (Differences in responsibilities)

- State of registry, operator, and the laws of the State
- Notification *Appoint Accredited Representative to the investigation
- Conduct the investigation *Appointed Advisors proposed by organizations
- (Entitle to delegate it to the State of Registry or Operator) *Provide relevant information
- Complete the report



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Investigation Progress Brief Differences in Laws

- Judicial inquiries
- CVR release
- Witness interview
- Role of local authority
- FOIA
- Deposition



Investigation Progress Brief Differences in Procedures

- Information Sharing
- AR Role playing and parties overseen
- Advisors interaction
- Unions involvement
- Family Involvement & Assistance



Investigation Progress Brief Differences in Media

- Follow the rules of the game
- Interview & reporting style
- Tone setting



Investigation Progress Brief Differences in Report Format

- Final Draft amended
- Comments handling



Investigation Progress Brief Differences in International Practices

- Parties & Advisors involve in Analysis and Final Report
- Expenses
- Prosecution
- Family Assistance



Different Views Investigator Vs Media (Initial Phase)

- | | |
|--|--|
| ■ Technical Orientated event | * Media event |
| ■ Job Oriented | * Public Interest & Family concern |
| ■ Information limited & varied | * Supply & Verification Problem
Seek Comments from specialist |
| ■ Factual Withholding statement | * Timely Statement for Public |
| ■ Spokesperson might not be investigator | * Communication Barriers |



Different Views (On-Scene Phase)

- | | |
|---|--|
| ■ ERP Operation VS Investigation | * The Overview of ERP/Chain of command |
| ■ Search & Rescue | * Humanize Vs Investigation |
| ■ Black Box Recovery | * Conflict between S&R/Family |
| ■ Over Protection for Government Interest | * Public Concern more important |



Different Views (News Conference)

- | | |
|---------------------------------|-------------------------------|
| ■Complex & Technical | *Readers knowledge |
| ■Factual only | *The butler did it |
| ■Dealing with different parties | *Width Vs Depth |
| ■Factual Vs Analysis | *Readers interest Vs Editor's |
| ■Standpoint differences | *Fuels the dispute |



Different Views (Final Report & Safety Recommendations)

- | | |
|--|---|
| ■Report format varied | *Causal Factors identified |
| ■Schedule of final report | *Long gone memories |
| ■Safety Recommendation
(The best product) | *Hard to generate interest
(Safety overlooked) |
| ■Blame free | *Liability & Prosecution |



Lessons Learned

- Effective Communication
- Avoid Mistake
- The Mutual Gain Approach



Lessons Learned (Tips to effective Communication)

- Try to Put on His/Her Shoes
- Knowing your counterpart's needs, concerns, working pattern
- Build up professionalism
- Avoid terminology (Misinterpretation)



Lessons Learned (Tips to effective Communication)

- Key messages delivery(one point at a time)
- Credibility /supporting evidence /concise
- Clarification At All Times –Verification & Validity
- Build up daily relationship



Lessons Learned (Avoid Mistakes)

Mistakes waiting to happen

- Use various or conflict information without calcification
- Unable to preclude statement of publicity
- Deliberate distortion
- Jump to conclusion
- Personalizing your observation



Lessons Learned (Avoid Mistakes -Cont's)

- Misinformed
- ID wrong info or should go on background info
- Deliberate distortion
- Speculate or not neutral



Lessons learned (The mutual Gain Approach) --A Win-Win Strategy



Investigator

*Goal Oriented, Stay with it

*Media Needs to Know
Your Progress & Status.
Disclose As Appropriate

*Correct the Mistake
Promptly

*Trust & Respect to
Maintain Standing

Media

*Goal Oriented, Stay
with it

*Investigator is Liable
to Find Out the Root
Cause for Safety
Improvement, give
them space to work

*Verify, Verify to
avoid distortion

*Trust & Respect to
Maintain Media
Power



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“There will always be some differences in opinions. But the ultimate goal has got to be safety. Learning from investigation, not try to prosecute or point fingers and blame”

(Straits Times) Mr. James Hall, 2002 4/27



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BACKGROUND INFORMATION REGARDING PANASIAN AIRLINES' HEAD OFFICE CRISIS MANAGEMENT ORGANISATION

- ◆ **Executive Emergency Group (EEG)**. The airline's strategic top management group at Senior Vice-President and Vice-President level who make policy decisions regarding the emergency situation and normal operations. The Chief Executive Officer is not included in the EEG as this function has a "libero" role particularly with regard to the media.
- ◆ **Emergency Control Centre (ECC)**. This facility's organisation comprises the staff of the EEG who are responsible for carrying out the detailed tasks in crisis-managing the emergency situation.
- ◆ **Emergency Director (ED)**. This function acts as the chief of staff to the ECC who also carries out periodic briefings of the EEG.
- ◆ **Passenger Manifest Co-ordination Unit**. This ECC unit is responsible for compiling a confirmed passenger name list of the emergency-affected flight, and liaising with the appropriate authorities.
- ◆ **Emergency Site Co-ordination Unit**. This ECC unit is responsible for maintaining a continuous dialogue with the emergency air station and co-ordinating all strategic resources which are earmarked to support this station.
- ◆ **Corporate Communications Department**. This unit is responsible for maintaining the airline's media and internal information operations and a Corporate Communications representative sits on the ECC.
- ◆ **Human Support Unit**. This ECC unit is responsible for co-ordinating human support requirements in the short- and long-term to all those persons affected by the emergency situation.
- ◆ **Call Centre Unit**. This ECC unit is responsible for co-ordinating the Emergency Call Centre(s) operations.
- ◆ **Technical Data Information Unit**. This ECC unit is responsible for compiling all technical information relating to the emergency-affected aircraft and flight, and making this available to other ECC units when necessary.
- ◆ **Administrative Unit**. This ECC unit is responsible for the administrative support of the ECC.

EXERCISE "BRILLIANT" – 14 MARCH 2003

MAIN EVENTS LIST

Both Higher Control (HC) and Lower Control (LC) are activated as from serial 1 of the Main Events List.

Preliminary Phase – Scenario

It is Friday, March 14th 2003. Flight PA900 operated by PanAsian Airlines and using an Airbus A340-300 aircraft is en route from Kuala Lumpur to Paris, CDG. The aircraft is carrying 201 passengers (shown on the list of checked passengers) plus 2 + 12 crew members. All passengers have boarded at Kuala Lumpur and have checked in at KUL, LGK, PEN, MNL and SIN. ETA for PA900 at Paris is 1435 hours local. The flight is *not* designated as a code-share flight. Weather conditions at Paris are good. The temperature is 9 degrees Celsius.

It should be noted that the airline suffered a major accident at Los Angeles Airport in February. The cause of the accident which cost thirty-nine lives is still under investigation by the US National Transportation Safety Board, however there is heavy speculation in the media that short-cuts in maintenance on that particular Airbus A340 led to a loss of hydraulic pressure and subsequent accident on landing. PanAsian Airlines has also been severely criticised for a lack of follow-up support to surviving passengers and the next-of-kin of those on board the aircraft.

(N.B. All timings in this MEL are local i.e. UTC + 1 hour.)

Preliminary Phase

- ◆ 1 - 1430 hours. **STARTEX – Ex “Brilliant” exercise play starts.**

- ◆ 2 - 1430 hours. **Commander PA900 reports to ATC CDG (notional).**
We are five minutes from landing at CDG and have problems with our main undercarriage gear. Request that air crash fire rescue at CDG is placed on alert.

Umpire's comments:

- ◆ 3 - 1433 hours. **ATC CDG (Higher Control – HC) rings to PA CDG Initiating Officer (INO)** MAY
Commander PA900 has reported he is five minutes from landing at CDG and has problems with his main undercarriage gear. He has requested air crash fire rescue at CDG is placed on alert. ATC has done this one minute ago.

Expected response: Information passed internally within the PanAsian CDG air station.

Umpire's comments:

Informed Emergency Manager promptly – gave details clearly and completely.

- ◆ 4 - 1434 hours. **ATC CDG (HC) to Commander PA900 (notional).**
Advises Commander PA900 that CDG is prepared for an emergency landing. Commander is also advised to dump fuel as the aircraft descends into CDG.

Umpire's comments:

MAY

- ◆ 5 – 1435 hours. **ATC CDG (HC) rings to PANASIAN CDG INO (the latter function is not part of the LECC organisation as the latter has not yet, in theory, been alerted and convened.**

PA900 still has problems with its undercarriage. All crash fire rescue services are now deployed. Emergency landing is expected shortly.

Expected response: If not already done, INO should request the PANASIAN CDG Emergency Manager to place the PANASIAN CDG LECC organisation on stand-by. PanAsian Operations Control Centre (OCC) at Kuala Lumpur should be advised.

Umpire's comments:

- ◆ 6 – 1436 hours. **Le Monde newspaper (LC) rings to PANASIAN CDG LECC/Media Officer (MO).** *NDHA*

Understood that there will be a possible emergency landing at Paris shortly of an in-bound PA flight. Could you provide me with further information on this. Has the PA station at CDG gone on alert to cope with this situation?

Expected response: Confirm situation, but do not speculate.

Umpire's comments:

*Awaiting for confirmation
EM advised the 10 drag down statement*

- ◆ 7 – 1437 hours. **Co-pilot PA900 reports to ATC/CDG (notional).**
PA900 is approximately 2 nautical miles from CDG. The flight is preparing for an emergency landing and some fuel is being dumped. Still no success in lowering the main undercarriage.

Umpire's comments:

- ◆ 8 – 1438 hours. **Commander PA900 reports to ATC/CDG (notional)**
Now 1 nautical mile from CDG.

Umpire's comments:

- ◆ 9 - 1438 hours. ^{MAY} **ATC CDG (HC) rings to PANASIAN CDG INO**
Co-pilot PA900 reports they are approximately 1 nautical mile from CDG. The flight has been prepared for an emergency landing and some fuel is being dumped. Still no success with lowering the main undercarriage.

Expected response: PANASIAN CDG LECC staff should, by now, be gathering in the PANASIAN CDG LECC and start to be briefed on the situation.

Umpire's comments:

Message passed to Em

- ◆ 10 - 1440 hours. ^{MAY} **ATC CDG (HC) rings to PANASIAN CDG INO**
PA900 has crashed on the main runway at CDG. Apparently the main undercarriage gear was deployed one minute before landing, but part of this collapsed on ground contact. Emergency Services are racing to the accident site. Initial reports indicate that there is no fire. Evacuation slides have been deployed and some passengers have escaped from the aircraft already. Extent of fatalities and injured persons is not yet known.

Expected response: INO to alert PANASIAN CDG LECC by completing and issuing the Emergency Report to the LECC Emergency Co-ordinator. (N.B. This will probably require some prompting and directing by the LECC Umpire.) The INO should ask which function will prepare and send the Initial Emergency Message to the PANASIAN OCC. Does this responsibility belong to the INO or LECC staff?

Umpire's comments:

*message passed to Em verbally
Report raised
ECO has informed KMC*

- ♦ 11 – 1441 hours. ^{MAY} PANASIAN ~~CDG~~ INO (directed by the LECC umpire) rings to the PA OCC (HC) (102)

Now confirmed that PA900 has crashed on the main runway at CDG. Apparently the main undercarriage gear was deployed one minute before landing, but part of this collapsed on ground contact. Emergency Services are racing to the accident site. Initial reports indicate that there is no fire. Evacuation slides have been deployed and some passengers have escaped from the aircraft already. Extent of fatalities and injured passengers and crew is not yet known.

Expected response: PANASIAN OCC is to ask for a verbal confirmation of the accident during the same telephone call, and confirm that the alerting of the PA emergency response organisation will commence immediately.

Umpire's comments:

EO informed PA OCC

Phase 1

- ◆ 12 – 1443 hours. **PANASIAN CDG LECC Emergency Co-ordinator (ECO) sends telefax (directed by LECC umpire) to the PANASIAN OCC Release by telefax (from the LECC and given to the LECC Umpire) of the Initial Emergency Message based on the Emergency Report completed by the INO and which should have been given to the LECC Emergency Co-ordinator.**

NOAER

Write
down
&
assume
faxed

Expected response: PANASIAN CDG LECC Emergency Co-ordinator should indicate to PANASIAN OCC that the PA CDG LECC has now assumed command of the situation from INO.

Umpire's comments:

- ◆ 13 – 1445 hours. **ATC CDG (HC) rings to the PANASIAN CDG LECC/ECO Preliminary verbal situation report.**
The aircraft hit the runway and skidded for 150 metres before hitting the concrete base of one of the main radar masts here at CDG. Crash Fire Rescue had laid foam on the runway as a fire prevention measure. The starboard wing has been badly damaged as well as the forward starboard section of the fuselage. Uninjured passengers are continuing to evacuate the aircraft and are being gathered up by the Emergency Services. Reports indicate that at least 50-odd passengers are uninjured and have been put on board busses near the accident site. The emergency services are attempting to rescue some passengers that have been trapped in the aircraft. It is feared that there are some injured, but no reports yet of any fatalities.

NOAER

Expected Response: PANASIAN CDG LECC ECO to pass this information to the PANASIAN CDG LECC staff which should soon be activated as well as (notionally) the local emergency response organisation. The log should then be started and an attempt made to establish communications with the PA Head Office Emergency Control Centre (ECC) Site Co-ordination Unit in Kuala Lumpur. The local PA Field Representative should also have been alerted by the INO and received a briefing from this function. Afterwards the PA Field Representative should have proceeded to the accident site with his emergency kit. Emergency reception facilities at the airport should be alerted.

Umpire's comments:

- USA
- ◆ 14 – 1447 hours. **Le Soir newspaper (LC) rings to PANASIAN CDG LECC/MO**
Acts as international media. Please confirm the emergency landing at Charles de Gaulle Airport in Paris. What was the cause of the accident? Who is to blame? Are there any fatalities or injuries to passengers? Request the time and venue of the first press conference at CDG and where is its venue? Is there going to be a press conference soon at the PA Head Office in Kuala Lumpur?

Expected response: Provide information about the PA Corporate Communications Department's role in the ECC. Press conferences at Paris regarding airport emergencies are normally held in the Miramar Hotel. No information available as yet about the accident. No decision taken about any press conference at the PA Head Office.

Umpire's comments:

- ◆ 15 – 1449 hours. **Paris Airport Authority (HC) rings to the PANASIAN CDG LECC/ Watchkeeper (WK) HAM/ZA-H**
Can you confirm that this telephone number is correct for the PanAsian Station Manager and his staff regarding the PA aircraft accident? Can I speak with your Station Manager?

(To PANASIAN CDG Station Manager) I suggest that all the authorities at CDG Airport should be informed when you are operational in your Local Emergency Control Centre. It is not necessary for you to report to the Airport's Emergency Co-ordination Cell at the current time. Please remain with your people in the PanAsian LECC.

Expected response: Contact other Authorities at the Airport (e.g. police, Airport Duty Manager, Gendarmerie, Border Police, Crash Fire Rescue, Customs, Security etc.). Continue to establish communications with the PanAsian Head Office ECC.

Umpire's comments:

MAY

- ◆ 14 – 1450 hours. **PANASIAN CDG INO (directed by the PANASIAN CDG LECC umpire) rings to the PANASIAN CDG LECC/ECO. ROGER**
Can you confirm that the LECC is now operational? I have briefed the Field Representative. He'll soon be on his way to the accident site. I am continuing to alert the PANASIAN CDG local emergency response organisation. Have you sent the Initial Emergency Message? Will my INO function be involved in any other task? Do you require me still as the INO?
(N.B. If there is a discussion, insist that the IEM is sent by the LECC!)

Expected response: LECC to draft and send the IEM in accordance with current procedures in the PA Emergency Response Plan.

Umpire's comments:

- ◆ 17 – 1452 hours. **Paris Airport Authority (HC) rings to the PANASIAN CDG LECC/ECO. ROGER**
The Airport is implementing its crisis plan and all facilities will be opened for those affected by the aircraft accident. Are you able to provide support with local PA personnel? CDG has now been closed for all air traffic until further notice.

Expected response: This information should be passed on to the PANASIAN ECC Site Co-ordination Unit.

Umpire's comments:

- ◆ 18 – 1453 hours. **Airport priest (LC) rings to the PANASIAN CDG LECC/Human Support Officer (HSO) TRACY**
I have just been warned about your aircraft accident here at the Airport. I am now going to the Passenger and Crew Reception Centre in Satellite 1 in order to assist with uninjured survivors. Are you going to use a hotel for a reception centre once the police have finished registering passengers? Next-of-kin, so I understand, are already beginning to gather in the terminal building at the Emergency Enquiry Desk at Gate 34/Arrival Level. How many priests do you require? Do you need other representatives for different religions and cultures? I have some experience, so I would be glad to give you any assistance.

Expected response: Assess requirement and involve the Welfare Co-ordinator.

Umpire's comments:

- ◆ 19 – 1454 hours. **First Shift Manager of the PA Sales Office in Paris (LC) rings to the PANASIAN CDG LECC/HSO. TRACY**
Just heard about our aircraft accident here at Paris! When do you want our telephone Emergency Call Centre here to become operational? Which media here in Paris will be informed that we are operational? Is there any other Call Centre being set up by PA in Malaysia? Grateful if you can find out. Already have received a telephone enquiry from CNN regarding this, and requests for information have already begun to arrive even though we have not advertised the fact that our call centre exists!

Expected response: Provide info. and guidelines. PANASIAN ECC Telephone Enquiry Unit must handle questions relating to telephone enquiries. PA Corporate Communications Department must handle enquiries from the media.

Umpire's comments:

- ◆ 20 – 1456 hours. **PANASIAN OCC (HC) sends E-mail to PANASIAN CDG LECC/ECO (to be given by the LECC umpire)**
(Written message) PA Head Office ECC in Kuala Lumpur has now become fully operational. ROGER

Expected response: Question should be put to the ECC regarding the departure PA air station at Kuala Lumpur. What is happening there regarding next-of-kin to passengers on board PA900 plus other flight information?

Umpire's comments:

- ◆ 21 – 1457 hours. **Paris Airport Gendarmerie (HC) rings to the PANASIAN CDG LECC/WK HAMZAH**
Do you have a PA contact person in your LECC who can provide us with ongoing status reports regarding PA actions in this incident? Another PA representative must also be sent to police local telephone call centre which has been set up to receive enquiries from the public and next-of-kin.

Expected response: Accede to the request and carry out a notional briefing to both notional representatives before sending them to their respective tasks.

Umpire's comments:

- ◆ 22 – 1458 hours. **PANASIAN CDG Emergency Enquiry Desk (LC) rings to the PANASIAN CDG LECC/WK** ^{HAMIZAH}
PA personnel who are assisting the ADP in manning the Emergency Enquiry Desk on the Arrival Level at Gate 34 are receiving many enquiries from newspaper journalists. What can we say to them? And which PA flight has had the accident?

Expected response: PANASIAN CDG LECC to contact PANASIAN ECC Site Co-ordination Unit for policy guidance. Is the PANASIAN ECC operational?

Umpire's comments:

- ◆ 23 – 1700 hours. **PANASIAN CDG Human Support Representative, Passenger and Crew Reception Centre (LC) rings to the PANASIAN CDG LECC/HSO.** ^{TRACY}
I'm moving to the Passenger and Crew Reception Centre in Satellite 1. Do the Airport authorities have any crisis psychologists or psychiatrists which can be used in the Passenger and Crew Reception Centre? I think we'll also need some more PA personnel to cope with the situation in the Centre. How many are currently planned to be used?

Expected response: Investigate and report back. Assess manning in the Reception Centre.

Umpire's comments:

- ◆ 24 – 1701 hours. **BBC World (LC) rings to PANASIAN CDG LECC/WK.** ^{HAMIZAH}
We need information on the accident at Charles de Gaulle Airport. What is PA doing to help those passengers and their next-of-kin involved in the accident? Can you update us on the numbers of fatalities and injured passengers? When is the first local press conference?

Expected response: The PANASIAN CDG LECC MO should answer these questions.

Umpire's comments:

- ♦ 25 – 1703 hours. **PANASIAN ECC Site Co-ordination Unit (HC) sends an E-mail to PANASIAN CDG LECC/ECO (to be given out by the LECC Umpire).** *ROGER*
(Written message) The PANASIAN ECC is now operational at Head Office and the LECC should report to the ECC Site Co-ordination Unit. The PA Executive Emergency Group has also been activated and has convened at Head Office. The latter is liaising closely with the ECC and will be providing policy guidelines on the current situation that is confronting PanAsian Airlines and, in particular at your station.

Expected response: The ECO should inform the LECC staff.

Umpire's comments:

- ♦ 26 – 1705 hours. **PANASIAN CDG Field Representative (LC) rings to the PANASIAN CDG LECC/ESO** *KERO*

Have now arrived at the accident site and reported to the Airport police who are leading the rescue operation here. About 110 passengers have been evacuated from the aircraft. Some have minor injuries and they have all been collected together. They are waiting for busses which will transport them away from here. Five ambulances have arrived already. At least another five are expected shortly. There are a number of passengers still on board the aircraft because they cannot be evacuated. We are getting reports that at least 3 of these passengers are dead and 42 have been badly injured. Paramedics are now on board the aircraft and giving assistance. There has been no fire. It looks as though part of the main undercarriage gear has collapsed and all tyres have been punctured. The forward starboard part of the fuselage is badly damaged and the wing has been partially ripped off. I will revert with a further report shortly.

Expected response: LECC to pass on this information to the ECC. Continue to assess the requirement for local request for more PA resources to be co-ordinated and supplied by the PANASIAN ECC. Possibility of at least one SAT to be activated. Also review the need for BlueSky Alliance Partner local assistance.

Umpire's comments:

- ◆ 27 – 1706 hours. **PANASIAN OCC (HC) sends E-mail to PANASIAN CDG LECC/Emergency Manager (EM) (to be given by the LECC umpire)** ^{CEO}
(Written message) OCC has not yet received the CDG Initial Emergency Message. Please expedite. All further PA long-haul flights have been cancelled until further notice.

Expected response: EM to inform the LECC staff and action the query over the Initial Emergency Message.

Umpire's Comments:

- ◆ 28 – 1707 hours. **PANASIAN CDG Field Representative (LC) rings to the PANASIAN CDG LECC/ESO** ^{KELC}
I've received a report from the Crash Fire Rescue team that there's been discovered some fluid leaking out from the aft part of the fuselage around the baggage compartment area. There are some survivors nearby. Were there any dangerous goods on board the aircraft?

Expected response: Check with the PANASIAN KUL departure station via PANASIAN ECC/Site Co-ordination Unit, and take the appropriate action if necessary.

Umpire's comments:

- ◆ 29 – 1709 hours. **PANASIAN ECC Site Co-ordination Team (HC) rings to the PANASIAN CDG LECC/ECO.** ^{ROBERT}
The PA Chief Executive Officer here at Head Office has said that he wishes to be updated at frequent intervals of the status of the emergency. He is available for media interviews, and might travel to CDG when the airport is re-opened.

Expected response: Inform PANASIAN CDG LECC MO.

Umpire's Comments:

- ◆ 30 – 1710 hours. **PANASIAN CDG Passenger and Crew Reception Centre Human Support Representative (LC) rings to the PANASIAN CDG LECC/HSO**

I'm now in the Passenger and Crew Reception Centre in Satellite 1 and talking to the priest. What's happening with my request for crisis psychologists or psychiatrists which can be used in the Passenger and Crew Reception Centre? How about getting the BlueSky Alliance partner air stations at CDG to provide some personnel? Can you make a formal request?

Expected response: PANASIAN CDG LECC to investigate again regarding the provision of psychologists/psychiatrists from the airport authorities and/or PANASIAN ECC Site Co-ordination Unit. Request also BlueSky Alliance partner air station assistance via PANASIAN ECC/Site Co-ordination Unit.

Umpire's comments:

Call 104

Blue Sky Support

- ◆ 31 – 1711 hours. **PANASIAN CDG Field Representative (LC) rings to the PANASIAN CDG LECC/ESO.**

The police at the Emergency Site here are asking questions about the passenger list. Can you get hold of a copy? The number of dead has now increased to 5. Bodies are still being cut out of the wreckage. Is the Passenger and Crew Reception Centre open? The police here are also asking questions about that. Any news on the dangerous goods?

Expected response: Check with PANASIAN ECC/Site Co-ordination Unit to request a copy of the Passenger Name List (PNL) and take the appropriate action if necessary.

Umpire's comments:

KELLO

I also have a problem. I don't seem to have any crash-crew charts for the Airbus A340 aircraft in my emergency kit suitcase. Could you please send me two of these out here at the accident site? I also don't have any spare batteries either from my radio or mobile telephone. Where are these? And where is the copy of the PanAsian CDG LERP for my emergency kit suitcase?

Expected response: Go through the inventory list of the emergency kit suitcase as depicted in the LERP. Take necessary action to remedy shortfalls. Technical Dept. requires to be contacted ref. crash crew charts. Assess the situation with the crew and plan further measures for them. Info. ECC of the current situation.

Umpire's comments:

- ◆ 40 – 1724 hours. **PA Inventory Management at KUL sends telex (to be given out by the LECC umpire) to the PANASIAN LECC/ECO. Release of PA900's Passenger Name List (PNL) (by LECC umpire). This shows KUL – CDG – 203 pax (incl. 2 lap infants). Release also of the Crew List shows 2+12 crew members on board.**

Expected response: PANASIAN ECC must begin to establish a confirmed passenger manifest list in co-operation with the PAR and KUL Call Centres to where next-of-kin will be making telephone enquiries. PANASIAN LECC has to explain to the Paris Airport Gendarmerie that the current PNL is unconfirmed.

Umpire's comments:

- ◆ 41 – 1726 hours. **PanAsian Corporate Communications Department (HC) rings PANASIAN CDG LECC/MO.** Head of Corp Comms rings to establish communications and the requirement to coordinate press-releases and press conference contents with the PanAsian ECC in Kuala Lumpur.

Expected response: Request a media strategy with regard to press releases and possible press conferences.

Umpire's comments:

- ◆ 42 – 1727 hours. **CNN (LC) rings to the PANASIAN CDG LECC/MO.**

This is the French office of CNN here. We got your telephone number from the Airport switchboard. We want to go live in one minute with your comments on the PanAsian aircraft accident at Paris Airport an hour ago. We've already got pictures running on this "breaking news" slot from Atlanta. All we need are your impressions as to how PanAsian are reacting to the accident, and what you're doing locally to assist passengers and next-of-kin. Can you come in on the programme? We've thirty seconds to go before we start taking the interview live.

Expected response: Media officer to be interviewed.

Umpire's comments:

- ◆ 43 – 1729 hours. **PA Flight Operations (HC) rings to the PANASIAN CDG LECC/HSO.**

Where is the Crew Reception Centre at CDG Airport and its telephone number? What support can be provided to the PA crew from PA900 by you at CDG? What is the status of the crew? We need this information to begin preparing the despatch of a Crew Support Team from Flight Operations which will be included in the PA relief flight to CDG.

Expected response: Ask why is the ECC Site Co-ordination Unit not making these queries? Everything must be co-ordinated with this unit which is the only one from the ECC supposed to be in direct communication with the PANASIAN CDG LECC. Queries also to be made regarding the PanAsian Relief Flight. Is there one and, if so, when will it arrive?

Umpire's comments:

- 44 – 1730 hours. **EndEx: Prepare for a press conference which will begin in 10 minutes**