Aviation Safety & Crisis Management
Emergency Response Plan - Safety Management

Kees van der Louw

Schiphol
14 October, 2013
‘Old School’

- **Aircraft Accident Manual;**
  - 1 ‘procedure’ for all types emergencies.

- **Main focus;**
  - Internal.

- **2 main functions – no designated staff;**
  - Crisis management & Call center.

- **Facilities;**
  - Designated rooms – little to no equipment.

- **Local Alarm Plans;**
  - Maintained at station level.

- **Training & exercises;**
  - Little to none.
‘Old School’

• Accidents: B747 Amsterdam, DC-10 Faro Portugal.

1993 - AEM draft updated & published;

1994 - Saab 340 accident Schiphol airport;
• Improvisation:
  – Management, call center, communications, untrained staff.

1995 – Lessons learned implemented;
• AEM V2 published,
• Permanent facilities established,
• Volunteer training program implemented; ASSIST.
‘Old School’
‘Current School’

1997 – Joint Venture KLM & Northwest Airlines;

- Emergency Management department established,
- Focus widened; authorities, agencies and partners,
- Corporate Emergency Response Manual,
- Departmental Emergency Response Plans introduced;
  - Checklist based (action driven),
- 3-tier Command System introduced,
  - Strategic level – Board Room,
  - Tactical level – Situation Room,
  - Local level – Command Centers.

- Corporate training & exercises introduced,
- OPEN LINE concept introduced,
‘Current School’

1997 – Joint Venture KLM & Northwest Airlines;
• Harmonized Station Emergency Response Plan,
  – Checklist based (action driven),
  – Maintained centrally (MSP & AMS).

• Station Emergency Kit introduced,
• 4-year Station visit cycle introduced;
  – Network ‘divided’ between KL and NW,
  – ER Planning, Training & Table Tops Exercises,
  – Annual station self audit & plan update.
• Harmonized Go Teams introduced,
• First Responder Concept introduced,
• Formalized agreement.
3-Tier Command System

**Strategic**
Board Room

**Tactical**
Situation Room - Department liaisons.

**Local**
Stations, Departments, Call Center
OPEN LINE Concept

- Board Room
- Situation Room
- Department CC’s
- Local Command Center
- Line Station
- Accident Station
- Local Command Center
- Line Station

OPEN LINE
‘Current School’

Developments;
2008/9 – Delta – Northwest merger,
2008 – Air France – KLM merger.

Challenge; Which to ‘follow’: AF or DL?

Commercial perspective: AF
• Just started Station ERP development,
• Automated Emergency Management tool: AGIR;
  – Station self ERP maintenance,
  – Volunteer management,
  – Log book, etc.

Operational perspective: DL
• NW – KL harmonized (plans, Go Teams, 1st Responder),
• DL adopted NW – KL system and agreement,
• DL Automated tool for Station self ERP maintenance.
‘Current School’

Result: Compromise;

- Joint Local Emergency Response Action Plan (LERAP),
- Joint use of automated tool for LERAP maintenance,
- Network divided between 3 airlines; AF, DL & KL,
- 4-year Station re-visit cycle adopted,
- Harmonized Go Team structure adopted,
- First Responder Concept adopted,
- OPEN LINE concept adopted,
- Corporate Emergency Command Center (CECC).
3-Tier Command System

**Strategic**  Board Room (KL only)

**Tactical**  Corporate Emergency Command Center - Department Liaisons

**Local**  Stations, Departments, Call Center
OPEN LINE Concept

- KLM Board Room
- KLM CECC
- Department CC’s
- Delta CECC
- AF CECC
- Local Command Center
- Line Station
- Accident Station
- Line Station
‘Current School’

**IATA Operational Safety Audit**
- IOSA Standards & Recommended Practices;
  - KLM; Standards & Recommended Practices – ‘shall’.
- Certification;
  - Independent audits – every 2 years.

**ICAO – International Civil Aviation Organization;**
- Safety Management System.

**EASA – European Aviation Safety Agency;**
- Safety Management System.

**Local legislation;**
- US Foreign Air Carrier Disaster act (1998),
- Other countries followed: Brazil, Korea, China,
- EU Regulation 996/2010.
‘New School’

‘Virtual’ Emergency Management

• Speed of news gathering & distribution;
  – has increased dramatically.

• Introduction of Social Media
  – everybody has become a journalist.

• Net Centric Working (NCW);
  – widely used in military,
  – being introduced in emergency management,
  – AGIR may become NCW platform.

Challenge

• ‘Virtual’ EM should not be the only way;
  – It is no simulation.

• Hands on, ‘eye to eye’ remains necessary;
  – Can be quite unnerving.
‘New School’
‘New School’

Change in ‘caring’ role of NL Government;

- Report “Bevolkingszorg op Orde” (2013),
- Reliance of the general public,
- Self-reliance of those involved in an emergency,
- People rely on their own Social Network,
- Local Government doesn’t always have to care for everyone involved in an emergency,
- Initially to be applied at Schiphol as well!
‘New School’

Challenge;

- 80-90% of passengers transit at Schiphol,
- Large numbers of passengers do not speak or read Dutch or English,
- Large numbers of passengers do not know how Dutch Society is organized,
- Aircraft accident victims lose passports, tickets, cash money, credit cards, cell phones, etc.
- Victims are in state of ‘shock’.

Statement;

- Most victims, to a large degree (if not totally), will not be self-reliant and require some form of assistance.
Emergency Response Organization

Executive Go Team

Board Room

Government Policy Level

Response Go Team

CECC

Government Operational Level

CTCC

Department Command Centers

Station(s)

Airport Emergency Operations Center

Care (Go) Team

Investigation Go Team

Recovery Team