



# **CRISIS AND EMERGENCY MANAGEMENT PLAN**

## **TEKSER TOURISM & TRAVEL INC**

Updated Version October 2012

## PLAN CONTENTS

- Section 1:** Introduction
- Objectives
  - Planning Principals
  - Distribution
  - Key Reference Material
- Section 2:** Context
- Tekser Tourism and Travel Inc.
  - Turkey as a destination
- Section 3:** Definitions
- Crisis
  - Emergency Plan
  - Field Response Team
  - Crisis Management Team
- Section 4:** Implementation – Training and Review
- Section 5:** Crisis Incident Classification
- Section 6:** Crisis Management Team Roles, Responsibilities and Composition
- Section 7:** Crisis Management Centre
- Section 8:** Crisis Team Alert Roster and Communication
- Section 9:** Crisis Management Priority Action Checklist
- Section 10:** Managing the Media
- Section 11:** Recovery and Restoration
- Appendix:** Crisis and Emergency Operational Procedures
1. Transport Vehicle Accident
  2. Fire
  3. Major Illness or Death
  4. Accidental Personal Injury
  5. Alleged Food Poisoning
  6. Crime – theft/fraud not involving force
  7. Crime - violent involving force
  8. Missing Person(s)
  9. Power/Communications Failure
  10. Civil Disorder
  11. Act of Terrorism
  12. Natural Disaster
  13. Communicable Disease
  14. Emergency Travel Evacuation
  15. Managing the Media

## **Section 1: Introduction**

- **Objective**

The objective of this Crisis and Emergency Management Plan (hereafter referred to as the Plan) is to develop structured and effective solutions to crisis and emergency situations; by allocating and utilizing resources to their maximum capacity to resolve an emergency or crisis with minimal impact on people, property or reputation

- **Planning Principals**

The Plan is based on the following key principles

1. Understanding of risk assessment principals to assist in balanced judgment and decision making process by the Crisis Management Team.
2. Clearly defined roles and responsibilities.
3. Reliable communications and reporting procedures.
4. Pre-planned logistical and resource support.

- **Distribution**

The contents of this Plan are to be treated as confidential and proprietary information of Tekser Tourism and Travel Inc. Distribution is limited to members of the Crisis Management Team and others as designated by the General Manager of Tekser Tourism and Travel Inc. The Plan should not be copied.

- **Key Reference material**

The key reference material in producing this Crisis and Emergency Management Plan is The United States Department of State Overseas Security Advisory Council publication: 'Emergency Planning Guidelines for American Businesses Abroad'

## **Section 2: Context**

- **Tekser Tourism and Travel Inc.**

Tekser Tourism and Travel Inc. was founded in 1981 with over thirty years' experience of providing travel and event related needs to the international business community who choose Turkey as a destination.

Three distinct departments are operated to provide: 'Corporate Travel' requirements within Turkey – 'Incentives' based on creativity balanced with logical and efficient programs – 'Incoming' personalized tours combining the diverse locations Turkey has to offer.

This experience and longevity of business, equally translates to experience and understanding of safety; security; crisis and emergency management requirements over these last thirty years. The context of this Plan, is to hold that experience within a documented and structured format.

- **Turkey as a destination**

Turkey is an ideal Incentive and Incoming destination with constant economic growth as an emerging market coupled with a stable political environment providing a solid platform for such growth.

Increased economic growth goes hand in hand with increased investment and development in infrastructure, which in turn increases crisis emergency management capability, resource and awareness.

### **Section 3: Definitions**

- **Crisis**

A crisis is a situation that falls outside normal business and emergency response arrangements; significantly threatens the safety or wellbeing of people, the ability of a business to operate effectively; the financial bottom line; exposure to liability and ultimately the reputation of the business involved.

- **Emergency Plan**

A structured and effective plan, enabling a business or organisation to respond and resolve a localised incident, which has the potential to become a crisis if not resolved or has become a crisis and needs to be contained immediately.

- **Field Response Team (FRT)**

A team of nominated managers, guides or operational support personnel who ensure Emergency Plans are initiated on the ground; inform the Crisis Management Team if the incident escalates beyond an Emergency and maintains communication to Crisis Management Team members and the incident(s) on the ground.

- **Crisis Management Team (CMT)**

The Crisis Management Team provides: strategic direction; communication; resource; support and advice to the Field Response Team during and until the conclusion of a crisis.

## **Section 4: Implementation – Training - Review**

### **Implementation**

Implementation, review and update of the Plan will be authorised and directed by the General Manager of Tekser.

### **Training**

The Plan is considered a 'live' document and will be maintained through regular training scenario exercises involving the Crisis Management Team and key operational personnel at least once a year.

### **Review**

The Plan will be reviewed annually and after all crisis situations by the Crisis Management Team. After such reviews the Plan will be revised and updated.

## **Section 5: Crisis Incident Classification**

The CMT will be notified or convened in response to the following incidents:

- Fire – involving evacuation; fire department response or hospitalization.
- Death by natural cause or other
- Natural Disaster: earthquake – flooding – severe weather
- Transport accident involving road, rail, sea, air resulting in injury
- Multiple person alleged food borne illness
- Crimes involving violence to a person
- Crimes involving theft, deception or fraud
- Communicable diseases: epidemics - avian flu
- Catastrophic failure of power or communications infrastructure
- Act of Terrorism
- Missing Person
- Civil Disorder
- Emergency travel evacuation from country
- Any other miscellaneous major incident requiring evaluation of the CMT

## **Section 6: Crisis Management Team Roles, Responsibilities and Composition**

The Crisis Management Team is composed of the Tekser Tourism and Travel Inc. department leaders and ad-hoc specialist representatives depending on the nature of the crisis with the following responsibilities.

- **Crisis Team Leader**

The Crisis Team Leader will exercise overall control and direction of the crisis situation, including decisions on when and how to communicate with partner or client organisation head offices located out of country. The Crisis Team Leader is the person authorised to make decisions in relation to communication with the media and also to allocate emergency funds as resource to deal with a crisis. The Crisis Team Leader also has responsibility for the decision to disband the CMT after resolution of the crisis.

PRIMARY: General Manager

ALTERNATE: (for Incentive related crisis incidents) - MICE Department Manager

ALTERNATE: (for Incoming related crisis incidents) – Incoming Department Manager

- **MICE Crisis Operations Designate**

The MICE Crisis Operations Designate will directly advise, guide and supervise the MICE Field Response Team as required. During protracted incidents the MICE Crisis Operations Designate will provide ongoing support both remotely and at the incident scene if required by the Crisis Team Leader. The MICE Crisis Operations Designate is empowered to allocate additional resources to resolve/mitigate an incident in consultation with the Crisis Team Leader.

PRIMARY: MICE Department Manager

ALTERNATE: Deputy MICE Department Manager

- **Incoming Crisis Operations Designate**

The Incoming Crisis Operations Designate will directly advise, guide and supervise the Incoming Field Response Team as required. During protracted incidents the Incoming Crisis Operations Designate will provide ongoing support both remotely and at the incident scene if required by the Crisis Team Leader. The Incoming Crisis Operations Designate is empowered to allocate additional resources to resolve/mitigate an incident in consultation with the Crisis Team Leader.

PRIMARY: Incoming Department Manager

ALTERNATE: Operations Manager

- **Crisis Coordinator**

The Crisis Coordinator will act as the communication, operational and logistics deployment link between the Crisis Management Team and the Field Response team. The Crisis Coordinator will liaise with multi-agencies e.g. emergency services on the

ground as required and provide timely updates and intelligence of activities on the ground to the Crisis Management Team as a single point of contact to ensure consistency of response and communication dissemination.

PRIMARY: (for Incentive related incidents) Senior Project Manager

ALTERNATE: (for Incentive related incidents) Project Co-ordinator

PRIMARY: (For Inbound related incidents) Senior Tour Guide

ALTERNATE: (For Inbound related incidents) Secondary Tour Guide

- **Logistics Designate**

The Logistics Designate will coordinate transport arrangements, supplies and resources during the crisis. This will include ensuring the Crisis Management Centre is fully operational for the duration of the crisis.

PRIMARY: Operations Co-ordinator

ALTERNATE: Suppliers Co-ordinator

- **Administrative Assistant**

The Administrative Assistant will maintain an incident log and record activities and significant communications relating to the CMT and FRT during their management of the emergency or crisis.

- **Ad Hoc Support Representatives**

Depending on the nature or severity of the emergency or crisis incident encountered, Tekser Travel and Tourism Inc. retain the following as specialist resource from within their own organisation team or as external subject matter expertise to be called on an ad hoc basis as required.

- **Legal Representative**

The Legal Representative will ensure that decisions made by the Crisis Management Team are consistent with local laws relating to the nationalities involved in the crisis incident. Legal representatives will also ensure decisions made by the CMT are consistent with employee rights or contracts entered into with direct or end clients.

- **Financial Representative**

The Financial Representative will be responsible for accounting procedures during a crisis and for recording additional expenditure used in resolving or de-escalating a crisis or emergency incident.

- **Human Resources Representative**

The Human Resources Representative will advise the Crisis Management Team on all personnel issues and ensure families of employees caught up in a crisis situation are communicated with and provided with any additional support as required relative to the nature of the incident.

- **Insurance Representative**

The Insurance Representative will usually be a contact within the insurance company to advise on liability and insurance issues in conjunction with the legal representative.

- **Public Relations Representative**

The Public Relations Representative will provide advice on all media relations and coordinate any information in the event it is to be released to the press. The Public Relations representative will also advise FRT members in making press statements or how to handle a situation when faced unexpectedly with the press.

- **Crisis Management Consultant Specialists**

The Consultant Specialists will consist of an outside company that has extensive experience with the types of crisis encountered as listed in the 'Crisis Incident Classification'. The Consultant Specialists will advise the Crisis Management Team on specifics of the crisis and provide specialised advice or insight as required.

## **Section 7: Crisis Management Centre**

The Crisis Management Centre for Tekser Tourism and Travel Inc. is located within the boardroom of the head office at:

Meşrutiyet Mahallesi, Halaskargazi Caddesi,  
Gazi Ethem Paşa Sitesi, No: 112 Kat: 4 / 8  
Osmanbey – İstanbul 34360  
Telephone: +90 212 231 6800  
Fax: +90 212 231 6704  
E-mail: [incoming@tekser.com](mailto:incoming@tekser.com) / [incentive@tekser.com](mailto:incentive@tekser.com)

### **Crisis Centre Equipment**

During a crisis incident, the Crisis Centre boardroom will contain the following:

- Television Set: to monitor International and local news.
- One speaker phone
- Recorder for telephone
- One dedicated personal computer and internet connection.
- . One LCD Projector
- Appropriate maps or location plans.
- Crisis Management Plan (5).
- Facsimile machine access.
- Crisis action incident log.
- Communications log.
- Flip chart with markers.
- Office supplies.



- Wall clocks (2): one on local time, one on local time of international client’s crisis centre.

In the event of denial of access to the Tekser Tourism and Travel Inc. Head Office during a crisis or prolonged evacuation of the head office building for whatever reason; Tekser Tourism and Travel Inc. have various location options for an alternate crisis management centre, which will be advised at the time.

## Section 8: Crisis Management Team Alert Roster and Communication

### Alert Roster

Crisis Team Leader				
	Main Contact	Out of Hours	BB Pin	Email Address
Primary General Manager				
Alternate 1 MICE Manager				
Alternate 2 Incoming Manager				
MICE Crisis Operations Designate				
Primary MICE Manager				
Alternate Deputy MICE Manager				
Incoming Crisis Operations Designate				
Primary Incoming Manager				



Alternate Operations Manager				
Crisis Coordinator				
Primary Incentive Sen. Project Manager				
Alternate Incentive Project Coordinator				
Primary Incoming Senior Tour Guide				
Alternate Incoming Secondary Tour Guide				
Logistics Designate				
Primary Ops. Coordinator				
Alternate Suppliers Coordinator				
Admin Assistant				
Primary				
Alternate				



Ad Hoc Representatives Main Contact Numbers	
Human Resources	
Legal	
Financial	
Insurance	
Public Relations	
Consultant Specialist	

**Communication**

The primary method of communication within the Crisis Management Team will be face to face via email and telephone. Primary communication with field operations will be by telephone, email and fax used for hard copies. (Satellite phones will be used based on risk assessment)



**Section 9: Crisis Management Priority Action Checklist**

	√ ACTION	RESPONSIBILITY
1.	Crisis Team Leader is notified of crisis	Crisis Co-ordinator/ Field Response Team
2.	Crisis Management Team is convened and conference call facility set up	Administrator
3.	Crisis Management Center is established and supplied – alternate Center notified.	Logistics Representative
4.	Administrative Assistant opens log	Administrator
5.	Ad Hoc. Representatives Notified and deployed as required.	Crisis Team Leader
6.	Communication established with Local Emergency Services and Authorities if required	Crisis Coordinator Logistics representative
7.	Communication established with on ground Incentive House or Tour Group company representative	Crisis Co-ordinator
8.	Incentive House or Tour Group Company notified.	Crisis Team Leader
9.	Develop contingency plans as Crisis Incident develops	All
10.	All crisis related correspondence to be marked 'Confidential – Legal - Client Privilege'.	Administrator
11.	A briefing report prepared for all Crisis Management Team members at each significant step towards resolution.	Crisis Team Leader Administrator
12.	Refer to 'Crisis and Emergency Operational Procedures' in Appendix of Plan as aide memoire	All
13.	Upon resolution of the crisis, debrief and critique of actions	All
14.	Follow up with Incentive House and Tour Company to confirm resolution or any additional support required.	Crisis Team Leader

## **Section 10: Managing the Media**

The Crisis Team Leader will:

- Determine how any media enquiries or requests are addressed and who will act as spokesperson for any media communication if required.
- Ensure timely and accurate information to the Incentive House or Tour Group Company for their own media statements or handling.
- Utilise the Tekser Tourism and Travel Inc. Face Book page for any information or updates relative to the crisis and as designated by the Crisis Team Leader.
- Ensure the 'Managing the Media Guidelines' are followed and made aware to all members of the Crisis Management Team and Field Response Team as well as all Tekser Tourism and Travel Inc. employees and designated crisis management representatives.

As a general principal, where an incident relates to a group contracted through an Incentive House or Tour Travel Company, Tekser Tourism and Travel Inc. will not make any media statements or engage with the media without first consulting the media or public relations representative for the Incentive House or Tour Travel Company.

## **Section 11: Recovery and Restoration**

In consideration of the recovery and restoration phase of crisis management, as part of the planning process and experience of working with 'known quantity' vendors and suppliers in relation to the logistics involved; Tekser Tourism and Travel Inc. will provide support to the Incentive House or Tour Group Company in the resumption of operations. In addition, from a continuity of management perspective – key personnel will be readily available after an emergency to ensure recovery decisions can be made without undue delay.

Where practicable and relevant – Tekser Tourism and Travel Inc. will engage in successful recovery and restoration by:

- Conducting post incident briefings with management team and client's company as required.
- Maintain detailed records of the crisis/emergency incident and actions taken.
- Take photographs or recorded images of crisis site location and damage where relevant by a member of the Field Response Team if already on site.
- Maintain inventory accounts for all damage related costs – purchase order numbers and receipts relating to emergency procurement of resources during the operational incident or recovery phase.
- Follow notification procedures in relation to insurers and also in to assistant client's own insurers/loss adjusters; who may need to make visits to scene, meet with Tekser Tourism and Travel Inc. to clarify any matters relating to the incident and its handling.

- Assess and document the impact of interruption to business in consultation with insurers.
- Ensure all regular means of communication are restored and fully functional if they were impacted during the crisis.