



Guideline / Template

ABCX AIRWAYS

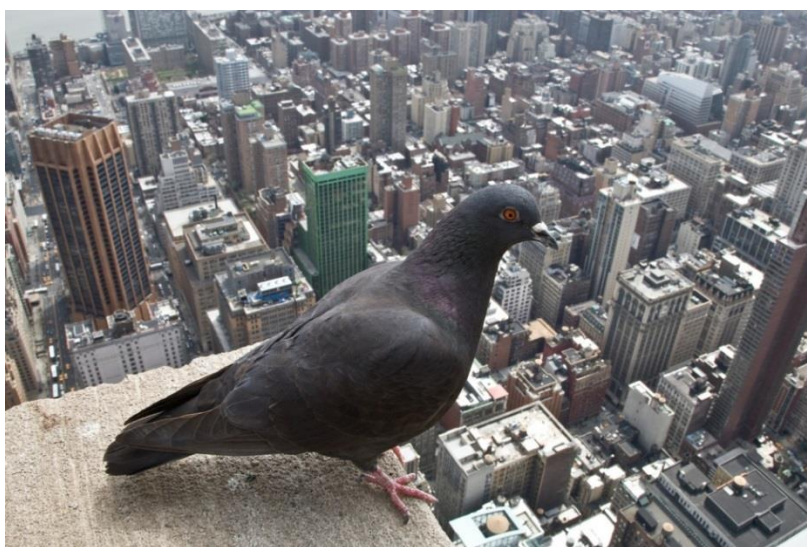
Crisis Response Planning Manual

Part 1

EMERGENCY RESPONSE PLAN

Volume 1

Policy & Executive Overview (Bird's Eye View)



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 plans, have the complete flexibility of using as much or little of the provided information - as is desired

A significant advantage of using this series of documents to prepare emergency / crisis response plans is 'standardisation' - thus alleviating the potential difficulties of having as many different emergency / crisis 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 is necessary in the 21st century

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 in the preparation and production of an aircraft operator emergency response plan (ERP) - with this particular document (Crisis Response Planning Manual [CRPM] Part 1 / Volume 1) dealing specifically with the subject of 'ERP Policy and Executive Summary' ('Bird's Eye View') - 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 generally not a true template for actual production of an emergency response plan (but 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 more commonly 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 may need to account for the greater majority of subjects covered in these documents - whilst smaller/simpler operators may be able to 'mix, match & adapt' to a degree - as appropriate to their own circumstances

Note 3 - Fictitious (scheduled) **passenger** airline '**ABCX Airways**' has been used to provide 'context' throughout this document - and has been broadly based on a medium to large sized **United Kingdom** registered, headquartered & main based operator. ABCX Airways is a long, medium and short-haul international carrier (including 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.). The airline operates 24 / 7 / 365

Whatever applies to ABCX Airways in this document may be regarded as also being typically 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 response planning. 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 a CRPM series guideline or guideline / template



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 (family) assistance and the carriage of dangerous goods

Note 4 - Most terms and abbreviations used in this document are **generic** i.e. **not** specific to any airline, airport etc. Whilst many will be the same or very similar to terms in actual (real / operational) use world-wide, the 'generic' use and nature of such terms and abbreviations in this document should always be remembered and accounted for accordingly i.e. when preparing **real** emergency plans based on using this guideline as a reference - ensure that all generic terms are replaced with specific (real / in-use) **local** 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 or guideline / template documents will be found on pages **17 - 18** of **this** document (i.e. the one you are reading now). It is a well tried and proven method and it is recommended that airlines consider adopting same. If done, this will further strengthen the standardisation aspects of ERPs amongst aircraft operators

Note 6

How to use this Guideline / Template (Instructions)

Information for preparation & production of a new or upgraded airline's ERP '**policy & executive overview**' document (as based on **this** guideline / template) is generally provided by:

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

AND / OR



- ‘Written instruction’ - requiring the airline person(s) (working on the new or upgraded airline plan under preparation) to obtain and insert appropriate information him / herself - which will almost certainly require some considerable thought and 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 [the document you are now reading] is able to provide)

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

Example Instruction 1 -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 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
- * Change any other information - as required

These ‘written instructions’ plus any associated material to ‘copy & paste’ will generally be included within the specific guideline or guideline / template document as associated with any specific new or upgraded airline ERP under preparation. This means e.g. that for *each* airline Part 1 (ERP) **Volume** (reminder - See note 5 above) to be produced / upgraded - there will be a *corresponding* and *separate* guideline or guideline / template document to refer to; ‘copy & paste’ information from; take instruction from etc. i.e. (see *below*)

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*
Volume 10	Volume 10

You are currently reading the document highlighted above in *yellow* (right hand side of table)
Orange asterisked (*) documents listed in the table (also on right hand side) are guideline / templates. All others are guidelines only



CRPM **Part 1** is otherwise known exclusively as the ‘**emergency response plan**’ (**ERP**). It is **only** CRPM Part 1 which is the subject of *this* aircraft operator ERP guideline / template document (i.e. the document you are reading now is a sub-part [a ‘volume’ {one of 10}] of CRPM Part 1)

CRPM **Parts 2 to 6** (*separate* documents from the one you are now reading) are **not** subjects included in *this* aircraft operator ERP guideline / template document - except where might be shown for cross reference and contextual purposes only

The ‘emergency response plan - ERP’ term / concept is **not** used about, for and within (except for contextual / cross reference purposes) CRPM Parts 2 to 6

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 users. For the latter, this document should be *adapted & downsized* accordingly in the appropriate areas. It is clearly acknowledged here that this might prove difficult to accomplish but should nevertheless be done to the best ability of the operator, commensurate with available resources. Outsourcing options might be considered

Note 8 - Users are respectfully advised to read through the ‘glossary’ section found at appendix **N** (starts page **66**) - before continuing with the main part of this document

Note 9A

- This original document (the ‘**work**’) contains material protected under International and / or Federal and / or National Copyright Laws & Treaties. **Any unauthorised use of this material 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)):

[Attribution - Non-Commercial 3.0 Unported Licence - \(CC BY-NC 3.0\)](#)

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**:

‘© AERPS / MASTERAVCON (A H Williams) - some rights reserved’



- For any **other** use of the **work** (e.g. use for commercial / for profit purposes) - **written permission is always required**. Such permission can be requested (via email) from - 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 made by an entity (e.g. an airline and / 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 adaptations e.g.

‘.....This is an adaptation of [insert title / name of the **work**] by AERPS / MASTERAVCON / A WILLIAMS (copyright owner and author)’
- 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 its **adaptations** to other entities and persons, shall be responsible for ensuring that the terms, conditions etc. of this ‘Note 9A’ - and the associated ‘creative commons licence’ referred to above, are passed on in turn. All entities and persons receiving such distributed versions shall then be bound by these same terms and conditions

Note 9B - Any person / entity having reasonable cause to believe that his / her / its copyright has been infringed in this document (**work**) - should please contact the author soonest (via email - info@aviation-erp.com), in order that the issue can be mutually and satisfactorily resolved, without undue delay

Note 10 - 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, non-working links, out of date info etc. Users identifying same in this particular document (the one you are reading now) are requested to please notify the author accordingly (via email) at - info@aviation-erp.com

End of Preamble Section

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 its preparation, the author shall have no liability to any person or entity - with respect to any loss, damage, injury or death caused (actual or allegedly) directly or indirectly, by use (directly or indirectly) of such information

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



Guideline / Template - 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 of your own, equivalent 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 (including an appropriate image - as required)



Insert actual airline name here xxxxxxxx

Crisis Response Planning Manual

Part 1

EMERGENCY RESPONSE PLAN

Volume 1

Insert appropriate image here?

Policy and Executive Overview (Bird's Eye View of the ABCX Airways ERP)



Guideline / Template - Instruction 2

Instruction 2 covers pages 11 to 107 of **this** guideline / template document. These pages can simply be 'copy & pasted' directly into your own plan where suitable - and 'adjusted / adapted' (by yourself) where appropriate, to suit the particular requirements of your own, specific airline:

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 12 of **this** document

For example - you will need to consider replacing any 'generic' terms, concepts and forms etc. used herein, with those specific to your airline / airport / operation / government / country etc. However, if you **are** able to use the terms, concepts and forms etc. contained herein (in your own, equivalent 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 - possibly as also influenced by interested third parties such as airport operators; emergency services; government authorities; parent company; specialist (commercial) external suppliers of emergency services - which you might engage etc.



Important Note

Concerning **Appendix D** (Emergency Call / Contact / Information Centre operations - see page 50) - **it has been assumed herein** that ABCX Airways is **unable to provide such a facility** from its own resources and has, therefore, engaged a **commercial**, third party (external) **service supplier** to provide what is required

If your airline also uses such a **commercial** third party emergency call centre provider (such as British Airways (EPIC); Kenyon International Emergency Services; Blake Emergency Services; FEI, AVIEM, Emirates airline etc.) - the pictorial diagram at appendix D correctly reflects (approximately) such a situation. However, appendix D (as produced herein) **must** be modified, if so required by your airline's own, specific circumstances

If your airline uses a third party emergency call centre provider operated as part of an **alliance; code-share; mutual aid 'emergency response support' agreement** etc. - appendix D **must** be modified accordingly to reflect this

If your airline uses a third party emergency call centre operated by the '**authorities**' e.g. a UK Police Casualty Bureau; the German (Bavarian) Police 'GAST / EPIC'; the local airport operator / authority; local government authority etc. - appendix D **must** be modified accordingly to reflect this

If your airline operates its own emergency call centre directly (unilaterally) - appendix D **must** be modified accordingly to reflect this

If your airline does **not** have an adequate emergency call centre capability (however sourced) - it is suggested that the situation be rectified **as a matter of urgency**



© AERPS / MASTERAVCON (A H Williams) 2007 to 2019 - some rights reserved

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

See definition of above - (this document) page 98



Contents

Important Note	10
Phone Home Scheme	11
Contents	12
Document Approval	13
List of Effective Pages	13
Revision List	13
Revision Procedure	14
Distribution	14
Abbreviations	15
Section 1 - Practical Use of the Crisis Response Planning Manual	17
Section 2 - Purpose & Scope	20
Section 3 - Mission Statement	21
Section 4 - Strategic Objectives	22
Section 5 - Emergency Response Policy	23
Section 6 - General Overview	28
Appendix A Command, Control, Co-ordination & Communication	31
Appendix B Alerting & Activation	43
Appendix C Humanitarian Assistance Team	48
Appendix D Emergency Call / Contact / Information Centre	50
Appendix E GO Team	52
Appendix F Country / Area / Region / Station - Emergency Response	53
Appendix G Crisis Support Units	54
Appendix H Integrated Emergency Response Operations	55
Appendix J Crisis Communications	56
Appendix K Typical Activities at / near to Accident Location	58
Appendix L Typical Movement / Processing of Accident Victims + Victims' Family, Relatives & Friends	59
Appendix M Typical Information Flows during Emergency Response	64
Appendix N Glossary	66
Attachments	105



Document Review & Approval

This document has been **reviewed** for adequacy by 'ABCX Airways' Emergency / Crisis Planning Manager, whose confirming signature appears below

(x xxxxxxx)

xx xxxxxxx 2018

This document has been **approved** for adequacy by the 'ABCX Airways' Accountable Manager, whose confirming signature appears below

(x xxxxxxx)

xx xxxxxxx 2018

List of Effective Pages

Pages 1 through xxx - effective xx xxxxxxx 2018 - Revision (Original)

Revision List

Revision No	Date	By
Revision (Original)	xx xxxxxxx 2018	TBA

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

xx controlled document * **hard copies** are also available at *****
(Insert location(s) where hard copies are stored) here:
.....)

* Note - at least 2 extra **hard** copies shall be additionally located / stored 'off-site' - 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 shown by a vertical bar to the right of the approximate area of the changed information, as demonstrated in this paragraph. Additionally, all changed text will be highlighted in blue

Individual revision pages for this document will not be issued. When **internal** (ABCX Airways) revisions are required, the **whole / complete** 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

Each new revision will be notified to **all** ABCX Airways employees via a company-wide broadcast email message or similar. **Additionally**, all **pre-nominated** employees (as stipulated in the appropriate section of CRPM Part 1) must / shall check the appropriate section of the company intranet / nominated share-point site (or similar) **weekly** to check for such revision updates (to back-up the broadcast message etc. referred to above)

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, clearly understood the consequences / implications / expectations of same - and have accordingly implemented / will implement whatever measures (if any) may be required of them (by the particular revision)

***** Manager shall maintain a current and accurate list of all such nominated employees and use this list to manage the 'confirmations' referred to in the para immediately above

Revisions supplied to authorised **external** parties shall be managed by direct email / similar methods. ***** Manager shall maintain & retain appropriate, associated records

Hard copy document revisions will simply require removal of the complete 'old' document from its cover - and insertion of the complete 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 / Abbreviations** used in this Template / Guideline Document*

AEP	Airport Emergency Plan
AKA	'also known as'
AOC	Airline Operators' Committee
AOC	Air Operator's Certificate
C4	(Crisis Response) Command, Control, Co-ordination & Communication
CCC	Crisis Communications (Media Response) Centre (generally located at Airline HQ)
CC	Crisis Controllers (assist CD to manage and operate the accident airline's CMC facility)
CD	Crisis Director (person charged with overall airline crisis C4 - at the highest level)
CIQ	Customs, Immigration & Quarantine (Port Health is alternative name for 'quarantine')
CMC	Crisis Management Centre (highest level airline C4 facility - typically located at Airline HQ)
CLACC	Controller - Local Accident Control Centre (Airline's Station representative with local C4 responsibility)
COS	CMC Chief of Staff (a selected CC with additional responsibilities)
CPM	(ABCX Airways) - Crisis / Emergency (Response) Planning Manager
CRPM	(ABCX Airways) - Crisis Response Planning Manual
CRC (A)	(Uninjured) Crew Reception Centre - Generally located ' airside ' at accident airport
CRC (L)	(Uninjured) Crew Reception Centre - Generally a ' landside ' facility (e.g. a hotel) at or near accident airport
CST	Crash Site Team (Local Station Traffic / Ramp / Terminal Staff (1 person) + Aircraft Engineering Staff (1 person) deploying ASAP to local accident location)
ECC	Emergency (Telephone) Call / Contact / Information Centre
EOC	Local Airport Authority's / Airport Management Company's Emergency Operations Centre (Accident Airport's crisis response C4 facility [contrast with 'CMC' and 'LACC'])
* ERP	(Aircraft Operator's [Airline's]) Emergency Response Plan (latter is a component part of the overall CRPM)
* ERP - the ' ERP ' part of the CRPM (otherwise known as 'CRPM Part 1') deals with 'catastrophic aircraft accident' type scenarios only - i.e. it does not cover aircraft related incidents; operational disruption / business continuity; public health crises etc.	
FAC	Family, Relatives & Friends Assistance Centre (see alternative & <i>preferred</i> term 'HAC')
FCC	Field Control Centre
FEC	Family, Relatives & Friends Enquiry Card
FR	Family, Relatives & Friends (as associated is some 'valid' way with aircraft accident victims)
FRRC	FR Reception Centre (typically located ' landside ' - on or very close to accident airport)



GHA	Ground Handling Agent / airline representative at airline Station locations (in general)
HAC	Humanitarian (Family) Assistance Centre - typically located 'landside' in a hotel at / near to the accident airport. The HAC is located separately from CRC [L] and from SRC [L])
HAT	(Accident airline's) Humanitarian (Family) Assistance Team
HQ	Headquarters
JFSOC	Joint Family Support Operations Centre (usually co-located with HAC [FAC] - Term and concept typically used in USA)
LACC	Local Accident Control Centre (i.e. an airline <i>Station's</i> crisis response C4 facility) (contrast with 'EOC')
LGT	Leader GO-Team (appointed CD or specially appointed & qualified CC - to act as person in overall charge of airline GO Team)
LM	CMC Log Manager
MGFR	Meeters and Greeters of accident victims (including any FR)
NOK	Next of Kin / Closest Relative
OCC	Airline 24H Operations Control Centre - typically (but not always) located at airline HQ
ODM	OCC - Duty Manager
P/VRC	Passenger / Victim Record Card (also used for crew & ground victims [if any for latter])
RA (A)	Re-uniting Area - on airport (used for shorter term reuniting of uninjured accident victims with associated FR)
RA (O)	Re-uniting Area - off airport (used for shorter to medium term reuniting of uninjured accident victims with associated FR)
SRC (A)	Uninjured Passenger (Survivor) Reception Centre - Typically located <i>airside</i> at accident airport (located separately from CRC [A])
SRC (L)	Uninjured Passenger (Survivor) Reception Centre - Typically a <i>landside</i> facility (e.g. a hotel) at or near to accident airport (located separately from CRC [L])



Section 1

Crisis Response Planning Manual - CRPM

The CRPM is the 'master' document which regulates and guides all forms of crisis / emergency response related operations, training etc. carried out by ABCX Airways

The CRPM comprises **6** separate **Parts** - each part dealing with a specific type of emergency / crisis response - and containing the associated procedures, checklists, information etc. required

The 'Parts' of the CRPM are:

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

- CRPM Part 1 is otherwise known **exclusively** as the 'emergency response plan' (ERP)
- CRPM Parts 2 to 6 are **not** subjects included / covered in the document you are reading now or any other Volume which is a component of CRPM Part 1



CRPM 'Parts' can be further split down into **Volumes** - where required by the document owner, in order to make the use of the *particular* 'Part' more effective and efficient - *whilst also significantly reducing the amount of information required to be studied & retained by prospective users* e.g.

CRPM Part 1 (Catastrophic Aircraft Accident - ERP) is *further split* into ten separate *volumes*:

Volume 1	ERP - Policy & Executive Overview (of CRPM Part 1)
Volume 2	ERP - Command, Control, Co-ordination & Communication (C4)
Volume 3	ERP - Humanitarian (Family) Assistance Team
Volume 4	ERP - Emergency (Telephone) Call / Contact / Information Centre
Volume 5	ERP - GO team
Volume 6	ERP - (Airline) Station (Destination Airport etc.) 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 Exercise Planning & Conduct

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 crisis response plan preparations, response etc. * **shall** / **should** (as appropriate):

- Acquire & retain an appropriate level of CRPM knowledge, commensurate with effectively & efficiently carrying out designated crisis *pre-preparation* and *actual* crisis response functions
- Use the procedures, checklists, information, guidelines, templates & other appropriate content of the CRPM to *guide pre-preparation of separate* (but still subordinate to the CRPM) crisis response plans i.e. **specific** departmental / business unit / station etc. plans dealing with different aspects of emergency / crisis response - such preparation to include appropriate training and testing (see 'Crisis Support Unit' definition in Glossary [page 77]; see also *separate* document in this series 'CRPM Part 1 / Volume 6 - Station ERP')
- Use the procedures, checklists, information and other appropriate content of the CRPM to *guide actual emergency / crisis response 'on the day'*

* **Note** - The word '**shall**' (as used above) implies a mandatory requirement e.g. applies to nominated ABCX Airways crisis response staff. The word '**should**' (as used above) implies a requested or non-mandatory requirement e.g. latter applies to non-ABCX Airways crisis responders who nonetheless are part of the airline's crisis response plan - such as ABCX parent Group; independent Ground Handling Agents etc.

IMPORTANT - the CRPM in general, together with the above requirements, have been approved & endorsed by the ABCX Airways **Accountable Manager** and are thus the authority, direction and instruction for / to nominated ABCX Airways staff, to undertake all appropriate & required action - as part of their designated or otherwise assumed emergency / crisis response accountabilities



© AERPS / MASTERAVCON (A H Williams) 2007 to 2019 - some rights reserved

Deliberately Blank



Section 2

Purpose & Scope of this Document

The **purpose** of this particular document is to provide just enough simplified and significantly condensed information to permit the user to gain an 'executive overview' (general 'big picture' or 'bird's eye view') type summary of the **entire** ABCX Airways Emergency / Crisis Response Plan, as it relates to a **catastrophic aircraft accident situation** i.e. with reference to **Crisis Response Planning Manual Part 1 (ERP) only**

Put simply, at just over 100 pages this specific document represents, in condensed form, more than around 13 times that number of pages – which together form the complete CRPM Part 1 guideline and guideline / template document (10 Volume) series

The related Mission Statement, Strategic Objectives and high level (strategic) Policy is also included

This document's content (together with the content of the remainder of the 'Crisis Response Planning Manual' series of documents) is produced so as to be compliant with associated legislation, regulation, best practice etc. - as might be mandated / recommended internationally, by country (state) and by all other levels of government and equivalent

The **scope** of the particular document is necessarily restricted to generalities and abbreviated forms of information needed to comply with the 'purpose'

Other 'Parts' of the CRPM (i.e. Parts **2** to **6**) are **not** covered by or included in this document (or any other **volume** comprising collectively CRPM Part 1), except possibly for contextual mention and / or for cross-referencing purposes only



Section 3

Mission Statement - Catastrophic Aircraft Accident Response

The ABCX Airways 'Crisis / Emergency Response Planning Department / Business Unit' shall continually strive to ensure that all other appropriate departments, business units and individuals within the airline, having (specific and / or implicit) roles and responsibilities requiring response during an ABCX Airways related catastrophic aircraft accident type crisis (or similar impact crisis), are always fully prepared, trained and exercised accordingly. This shall also apply, where appropriate and as applicable:

- * To pre-defined elements of any associated Group (parent and subordinate organisations of ABCX Airways) - where so authorised, documented etc. AND / OR
- * To any third (external) parties providing / supplying crisis response services to the airline (insofar as is possible, practicable & permissible so to do e.g. via an associated contract) AND /OR
- * To any situation where an appropriate 'partner' (e.g. code share / alliance / mutual aid) airline requests ABCX Airways assistance

The Crisis / Emergency Response Planning Department / Business Unit shall plan for, procure, establish, maintain, review and enhance appropriate personnel, equipment, facilities, infrastructure, IT / Telecommunications, budgetary and similar resources - required to effectively, efficiently and expediently conduct any such crisis response preparation, implementation and response

Finally, the Crisis / Emergency Response Planning Department / Business Unit shall demonstrate its ability to consistently provide a crisis response service which meets or exceeds * customer requirements, by demonstrating continual improvement of said service

* Customers can range from 'internal' (e.g. own staff) to 'external' (e.g. accident victims and their families, relatives and friends; e.g. 'other airlines' [alliance, codeshare, lease partners]; e.g. 'air accident investigation authority' etc.)

All of the above is targeted at attaining the ultimate goal of achieving successful crisis / emergency response related outcomes - from Humanitarian, Safety, Crisis Communications, Operational, Regulatory, Corporate - and any other appropriate viewpoints



Section 4 - **Strategic Objectives** - as related to a Catastrophic Aircraft Accident Type Response

Establish, train, exercise, maintain, monitor & review an effective, efficient, expeditious and adequately resourced **command, control, co-ordination and communication** system (C4)

Provide for an adequately manned, trained, exercised & resourced **Emergency Call / Contact / Information Centre** facility. Where necessary, the facility may be outsourced - however, **strategic** management of same shall be retained by the airline. The policy and practical recommendations of **ICAO Docs 9998 and 9973** respectively shall be used for associated guidance

Establish and maintain an adequately manned, trained, exercised and resourced **Humanitarian (Family) Assistance Team** capability. Where necessary, the function may be outsourced - however, **strategic** management of same shall be retained by the airline. The policy and practical recommendations of **ICAO Docs 9998 and 9973** respectively shall be used for associated guidance

Manage **Crisis Communications** (internal & external) issues in such a way that all appropriate aspects of 'brand, image and reputation' are at least maintained and, where possible, enhanced. Where necessary, the function may be outsourced - however, **strategic** management of same shall be retained by the airline. In particular, crisis communications with **surviving aircraft accident victims** and the **family, relatives and friends of all such victims** (alive or deceased) **shall be prioritised and made subject to 'special' handling**

Circumstances requiring, start deployment of the main airline **GO Team / GO Kit** - within *** 3 to 4** hours target time (or sooner if possible) of initial accident notification to the airline. (*Charter / Tour Operator package [passenger] airlines will typically require more time - e.g. 6 to 9 hours [or sooner if possible])

Ensure that pre-defined personnel elements of airline main **HQ based Departments / Business Units** (Crisis Support Units) **are adequately trained, exercised and resourced**

Ensure (to greatest extent possible / practicable) that appropriate **'Destination Airport'** (i.e. regular ['Stations' / 'Outstations'] + any 'ad hoc' destinations) personnel (airline staff and / or airline representative staff) **are adequately trained, exercised and resourced** in the appropriate parts of the ABCX Airways emergency response plan requirements - which might directly and / or indirectly impact on the airport(s), station(s), other destination(s) etc. concerned



Section 5A

Emergency / Crisis Response Policy - as related to a *Catastrophic Aircraft Accident* Type Scenario

Introduction

The airline's Crisis Response Policy is formulated to deal effectively, efficiently and comprehensively (starting with) all of the various challenges presented to it by a *catastrophic aircraft accident* (ABCX Airways - * Colour Code Alert State **RED**) type scenario. Proficiency at this level should ensure adequate 'reactive response' proficiency to all lesser degrees of aircraft related (or similar impact) emergencies / crises

* **Note** - For more information on 'colour code alert states' - see 'Glossary' - found at appendix **N** to *this document* (see page 70)

The following broad areas relate to the Policy and will be briefly expanded upon elsewhere in this document: (Except for Business Continuity - which is covered in [*separate* document] CRPM Part 3)

- 'Proactive Preparation' & 'Reactive Response'
- Humanitarian (& similar) matters
- Legal, regulatory and similar issues - including 'best practice'
- Reputation, brand & image
- Business continuity / recovery

The Policy is based on a mix of 'pro-active preparation' and 'reactive response' - broadly in line with the strategic objectives already outlined on the *previous* page

The *proactive preparation* (culminating in the production of the relevant Parts & Volumes of the Crisis Response Planning Manual - together with all associated [integral] procedures, check lists, manpower resources, infrastructure resources, budget resources, training, exercising etc.) is typically based on the best and latest assessment of perceived threats, resources available (including budget) etc. Such preparation is ever on-going

Reactive response is typically the largely unknown and unavoidable factor. However, provided that the proactive preparation has been adequate then, it is reasonable to assume, so too will be the reactive response

Realistic & reasonably frequent emergency / crisis response *training* and *exercising* by *all* designated responders (regardless of grade / rank / title / position), in *all* relevant / appropriate aspects of the emergency / crisis response plan, should ensure a continual programme of response improvement which, in time, will reduce the unpredictability of any 'reactive' response - until such point as it reaches the ultimate target of being 'as good as it is going to get'



Crisis Response Policy - Ultimate Outcome Objectives

By using the emergency / crisis response plan to achieve the strategic objectives - the crisis should be contained and managed - to the extent that those employees / staff (and similar) *not* actually (directly) involved in the emergency / crisis response itself, should have reasonable opportunities to maintain *concurrent* 'normal' operations, independently of the emergency / crisis response operation - insofar as 'circumstances on the day' so permit

Furthermore, by using this plan to *specifically* contain and manage the emergency / crisis - not only might the airline be able to also deal with 'concurrent normal' operations as per above - but it might also be in the best position possible to deal with any concurrent **significant disruption** - as will typically be associated with any '*catastrophic*' type event (e.g. using the airline's **Business Continuity Plan** [*separate* document - CRPM Part 3] - to guide such response)

The downside to all of this is that those conducting concurrent normal and disrupted operations as per above - will certainly be undermanned and overworked - but as airlines (aircraft operators) do not generally carry any excess manpower, there will really be little (if any) choice in the matter

Crisis Response Policy - Authority & Directive for Implementation

Under the ultimate authority and direction of the President / CEO ABCX Airways (airline's 'top' manager) - all airline * directors, heads of departments / business units etc. world-wide - shall be responsible (as appropriate), under guidance of the appropriate document (i.e. the appropriate 'Part / Volume' of the ABCX Airways **CRPM**) - for preparing, resourcing, producing, maintaining, reviewing, monitoring, training-in and exercising - all and any associated emergency / crisis response plans for which they have been designated responsible / accountable

* Or equivalent grades / ranks / titles - as appropriate

Whilst the airline's Crisis / Emergency (Response) Planning Manager (CPM) will guide and assist all involved in accomplishing such responsibilities / accountabilities (as per above) insofar as is possible and practicable so to do, ultimate accountability for same shall *always* remain with the airline's top manager via his / her senior management team

Key performance indicators (KPIs) *as related to emergency / crisis response matters* shall be set and managed by Line Managers for all nominated / designated staff. The KPIs should form part of the airline's performance and appraisal process - together with inclusion under the airline's reward and recognition process (if any)



Section 5B - ABCX Airways - Emergency / Crisis Response Policy (continued)

Aircraft Incident

Serious Aircraft Incidents - ABCX Airways Colour Code Alert State **Orange**

'Significant' Aircraft Incidents - ABCX Airways Colour Code Alert State **Yellow**

Policy, procedures and guidelines to be followed for **non-catastrophic aircraft accidents** and **serious / significant aircraft incidents** are covered in (**separate** document) **CRPM Part 2**

Note - This information is included here (i.e. in the document which you are now reading) for cross reference and contextual purposes only

Section 5C - ABCX Airways - Emergency / Crisis Response Policy (continued)

Serious **Disruption to Flight Operations & Similar** (*Business Continuity / Recovery*)

It is highly likely that a catastrophic aircraft accident will lead to consequent (possibly severe) **disruption** to normal airline flight (and other) operations (e.g. an aircraft accident closes the main airline hub airport for a week or two **and / or** the airline's reservations / booking centre cannot cope with the increased volume of calls **and / or** the airline's main website 'crashes' due the associated, massive increase in the number of hits etc.)

Policy, procedures and guidelines to be followed for serious disruption / business continuity operations are covered in (**separate** document) **CRPM Part 3**

Note - This information is included here (i.e. in the document which you are now reading) for cross reference and contextual purposes only



Section 5D - ABCX Airways - *Emergency / Crisis Response Policy* (continued)

Public Health Crisis

Public health type crises with the potential to adversely and seriously impact on aircraft operations can typically range from 'pandemic' type situations to mass food poisoning - e.g. the SARS outbreak of 2003, the Swine-flu pandemic of 2009 - 2010 and the Ebola epidemic of 2013 - 2016

Policy, procedures and guidelines to be followed for a public health type crisis are covered in (*separate* document) **CRPM Part 4**

Note - This information is included here (i.e. in the document which you are now reading) for cross reference and contextual purposes only

Section 5E - ABCX Airways - *Emergency / Crisis Response Policy* (continued)

Natural Disaster

CRPM Part 5 relates to natural disasters which typically occur most frequently (and with greater adverse impact) with regard to particular types of passenger airline operations. The most common natural disaster to account for here is 'Hurricane' (Typhoon; Tropical Cyclone etc.) The most impacted airlines are typically (but not exclusively) those carrying 'package' holidaymakers (typically for an associated Tour Operator[s]) to / from / within hurricane prone destinations

Policy, procedures and guidelines to be followed for a public health type crisis are covered in (*separate* document) **CRPM Part 5**

Note - This information is included here (i.e. in the document which you are now reading) for cross reference and contextual purposes only



Section 5F - ABCX Airways - Emergency / Crisis Response Policy (continued)

Training

All Parts / Volumes of the CRPM typically specify the 'who, what, where, when, why and how' of an ABCX Airways response to a particular type of emergency / crisis. The airline's associated Policy requires all those (concerned in / with) such response to be adequately *trained* (theoretically, practically and recurrently) in such detail

Policy, procedures and guidelines to be followed for such training are covered in (*separate document*) **CRPM Part 6**

Note - This information is included here (i.e. in the document which you are now reading) for cross reference and contextual purposes only

Note 2 - such a 'training' document / manual (i.e. CRPM Part 6) can typically only be produced once an airline has completed the appropriate 'other' parts of its CRPM

Section 5G - ABCX Airways - Emergency / Crisis Response Policy (continued)

Emergency / Crisis with **Security** Related Implications

See the (*separate document*) ABCX Airways **Aviation Security Manual** for more information on security related emergencies / crises related to aircraft e.g. Hijack / Unlawful Interference, Bomb Threat etc.

The appropriate ABCX Airways Country / Area / Region / Station's Emergency Response Plans should also include this subject specifically - under the authority, control and guidance of the ABCX Airways **Aviation Security Department / Business Unit** i.e. **NOT** under the responsibility of the Crisis / Emergency (Response) Planning Department / Business Unit

Note 1 - This information is included here (i.e. in the document which you are now reading) for cross reference and contextual purposes only. Note 2 - The ABCX Airways **Aviation Security Manual** is *not* part of that airline's Crisis Response Planning Manual series of documents i.e. it is an entirely separate / independent document produced and maintained by the airline's **Aviation Security Manager** - or equivalent person



Section 6

General Overview - ABCX Airways Emergency Response Plan / Catastrophic Aircraft Accident

The reader is reminded that this particular document (the one being read now) is simply an overview (executive summary / bird's eye view). Associated detail is typically **not** provided

For a more in-depth (detailed) coverage of the various ABCX Airways catastrophic aircraft accident and other emergency / crisis / contingency response plans in use, refer to the appropriate (other) Parts / Volumes of the Crisis Response Planning Manual (see pages 17 & 18 for listings of same)

The remainder of this CRPM Part 1 (ERP) - Volume 1 document comprises a series of appendices as per contents list immediately below, which provides a mainly pictorial / generalised / simplified **overview** of the **main** aspects of the ABCX Airways' 'catastrophic aircraft accident – emergency / crisis response planning system' (i.e. as relating to CRPM Part 1 (ERP) - Volume 1 **only**)

Appendix A	Command & Control (relates to CRPM Part 1 / Volume 2)
Appendix B	Alerting & Activation (relates to CRPM Part 1 / Volume 2)
Appendix C	Humanitarian Assistance Team Operations (relates to CRPM Part 1 / Volume 3)
Appendix D	Emergency Call Centre Operations (relates to CRPM Part 1 / Volume 4)
Appendix E	GO Team Operations (relates to CRPM Part 1 / Volume 5)
Appendix F	(Out) Station Emergency Response Operations (relates to CRPM Part 1 / Volume 6)
Appendix G	Crisis Support Unit Operations (relates to CRPM Part 1 / Volume 7)
Appendix H	Integrated Emergency Response (relates to CRPM Part 1 / Volume 8)
Appendix J	Crisis Communications (relates to CRPM Part 1 / Volume 9)
Appendix K	Typical Crisis Response Activities at Accident Site
Appendix L	Processing & Movement of Accident Victims + Family, Relatives & Friends
Appendix M	Typical Communications & Information Flow
Appendix N	Glossary - with Additional Explanatory Material



© AERPS / MASTERAVCON (A H Williams) 2007 to 2019 - some rights reserved

Deliberately Blank



REMINDER

EMERGENCY / CRISIS RESPONSE PLANNING - GLOSSARY

If not already done - users / readers are advised to read through the appropriate parts of the 'glossary' section, found at appendix **N** (starts page **66**) - for a more in-depth explanation of any concepts and / or terminology used in this document



Appendix A

Catastrophic Aircraft Accident - **Command, Control, Co-ordination & Communication (C4)**

ABCX AIRWAYS C4 - **TYPICAL MANPOWER RESOURCES - SUMMARY**

Crisis Director (CD)

The on-duty ABCX Airways CD has absolute authority (as delegated by the airline's 'top manager') to command, control, co-ordinate, communicate, direct, instruct and otherwise manage (as he / she feels appropriate) all aspects of any airline (ABCX Airways) related emergency / crisis response operation - with the ultimate goal of achieving successful conclusions from humanitarian, safety, operational, regulatory, corporate, crisis communications and any other appropriate viewpoints

All CDs shall be appropriately trained and exercised (& always be current in same) accordingly. The airline's 'top manager' should be similarly trained, exercised and current

Nominated ABCX Airways Directors / Senior Vice Presidents (or equivalents / other designees) shall form the CD on-call pool. An **on-call** CD shall be available at appropriate times (e.g. 24H if airline operates 24H). During actual emergency / crisis response operations, CDs will be assigned, based on a 12 hour back to back shift pattern or equivalent - operating from the airline's Crisis Management Centre (CMC)

Crisis Controller (CC)

Crisis Directors shall be supported by a dedicated team of Crisis Controllers - trained, exercised & current (**same as for Crisis Directors**) in their crisis response functions & duties. An **on-call** CC shall be available at appropriate times (e.g. 24H if airline operates 24H)

During actual crisis response operations, it is expected (per CMC duty shift) that one CC will act as the deputy to the Crisis Director with a second Controller being responsible for the detailed and hands on oversight of the CMC facility / operation. Additional CCs are typically allocated to the CMC depending on the actual CMC C4 model adopted by the airline (see **separate** doc CRPM Part 1 (ERP) / Volume 2 / Section 1A - for more information on CMC C4 models - including which model has been adopted by ABCX Airways for the purposes of the document which you are reading now)

Nominated ABCX Airways Heads of Departments / General Managers / Vice Presidents /appropriately experienced Line Managers (or equivalents) shall form the Crisis Controller on-call pool. During 24H actual emergency / crisis response operations, it is anticipated that CCs will be assigned - based on a 12 hour shift pattern or similar - typically operating from the airline's CMC

Note - until such time as the airline's CMC is activated, manned & ready to take over, the crisis response shall be managed in its entirety by the airline's **Operations Control Centre's** Duty Manager & team. **Nominated Ops Control Centre** staff shall be appropriately authorised and currently trained and exercised accordingly



Emergency / Crisis (Response) Planning Manager (CPM)

The ABCX Airways Crisis Planning Manager (i.e. the person permanently accountable for the overall effectiveness and efficiency of the ABCX Airways emergency / crisis response plan) shall be considered to be both the 'big picture' and 'close-up picture' expert on all matters concerning same. Accordingly, the CPM's prime duty during *actual* emergency / crisis response operations (primarily based in or very near to the airline's CMC) is to exercise such expertise - largely in an advisory / consultative role - encompassing the entire airline and beyond

Where necessary, the CPM may *propose* direction and implementation (of whatever overall and overriding remedial measures he / she considers appropriate to the circumstances during *actual* emergency / crisis response operations) aimed at ensuring the overall integrity of that response.

Such 'proposals' should, in general, be accepted by *all* appropriate staff involved with the crisis response - whatever their title, rank, position or grade, unless there is good reason not so to do

Similarly, other (subordinate) Crisis Planning department / business unit personnel (if any) shall have the same 'implied authority', within their relevant and specific areas of crisis response specialisation and expertise e.g. for any airline GO Team deployment which he / she / they might accompany

C4 (Command, Control, Communication & Co-ordination) - Support and Liaison Teams

These teams typically comprise (during actual emergency / crisis response operations):

- CMC Log Manager Team (rep based in CMC)
- Crisis Support Units (reps based in CMC and / or at normal work locations and / or comprise *part* of GO Team)
- Humanitarian Assistance Team - Support & Liaison (rep / liaison based in CMC)
- Emergency Call Centre Team - Support & Liaison (rep / liaison based in CMC)
- GO Team - Support & Liaison (rep / liaison based in CMC)
- Regulatory & Stakeholder Liaison Team (rep / liaison based in CMC and / or mobile)
- HOTAC, Travel & Transport Team - Support & Liaison ((rep / liaison based in CMC and / or at normal work location)
- CMC Administrator Team - (rep / liaison based in CMC)

Crisis Communications Centre Team (CCC Team)

This team is responsible for airline aspects of internal and external crisis communications and (at time of crisis) operates 24H (12 hour shifts) from the 'Crisis Communications Centre' - under the direction of a CCC Manager. The latter person reports in turn to a 'Crisis Communications Controller' - who operates from *both* the CMC (whenever his / her presence is required there) and the CCC

Note that it is not necessary (or, in fact, desirable) for the CCC to be co-located with the CMC



Leader GO Team (LGT)

A Crisis Director (or specifically selected Crisis Controller if no CD available) appointed by the 'on-duty / on-call' Crisis Director - to lead and manage all aspects of deployed **GO Team** operations (if any). Ideally (manpower permitting), a minimum of 2 x LGTs shall deploy with a GO Team - to provide for 24H operations. The LGT reports to the on-duty CD at airline HQ CMC

GO Team - Humanitarian Manager (if / as available)

A (trained, exercised & current) senior manager, from an appropriate ABCX Airways department / business unit (e.g. HR) - appointed by the 'on-duty' Crisis Director to oversee all aspects of **GO Team** operations - as concerned with humanitarian and closely related matters

A deployed Humanitarian Manager reports to the LGT. Where no suitable person is available to assume the Humanitarian Manager role - the responsibility shall be assumed by the LGT

Ideally (manpower permitting), a minimum of 2 such managers shall deploy with a GO Team to provide for 24H operations

GO Team - (Airline's) Accident Investigation Manager

An appropriately qualified and experienced airline (ABCX Airways) manager - typically deploying with the GO Team to represent the airline's interests in any associated air accident investigation. This person (when so deployed) reports to the LGT - or otherwise to the on-duty CD

GO Team - Operations Support & Administration Manager (if available)

The appropriate ABCX Airways person deploying with the GO Team, in order to provide all aspects of crisis response expert support and advice to the entire GO Team, as appropriate. This person (if available) will typically be part of the ABCX Airways Emergency / Crisis Response Planning team (other than the Crisis Planning Manager [who should remain at airline HQ to support the CD / CMC])

If no such person exists / is available, then qualified and specifically selected **Crisis Controllers** (who shall have already received 'enhanced' crisis response training specifically for the purpose) **may** be appointed (manpower permitting) by the on-duty CD to take on the role. The Ops Support & Admin Manager (when deployed) reports to the LGT

GO Team - Crisis Support Units & Similar / Equivalents

Unless already mentioned - all other 'units' of a **deployed** GO Team are managed as follows:

- Humanitarian Assistance Team (HAT) reports to Humanitarian Manager via HAT leaders
- Crisis Communications Team reports to deployed PR Manager who, in turn, reports to LGT



- Crisis Support Units report to the Ops Support & Admin Manager - via the various senior CSU representatives deployed
- GO Aircraft operating crew report to the Ops Support & Admin Manager / LGT (via the Aircraft Commander) - for all matters *not directly* related to flight operations

Controller - Local Accident Control Centre (C-LACC)

The ABCX Airways Station Manager (or otherwise the senior airline representative at an ABCX Airways Station / other destination airport e.g. GHA / Supervisory Agent) - tasked with leading any *local* crisis response effort (on behalf of the airline) - as related to a major ABCX Airways aircraft accident occurring:

- At or relatively near to the appropriate aircraft accident associated Station / Airport
- At any other station / airport world-wide where the appropriate ABCX airline representative has some type of valid emergency / crisis response role to fulfil on behalf of ABCX Airways

Upon *local* arrival of an ABCX Airways GO Team, the C-LACC (if any) shall continue his / her crisis response duties - but now under the direction of the LGT and / or any specialist airports / ground operations Crisis Support Unit (CSU) personnel deployed as part of the GO Team

Note - for a more in-depth explanation of the term 'Controller - Local Accident Control Centre' - see (separate document) CRPM Part 1 (ERP) / Volume 2 / Command & Control Ops / page 49

Person in Charge - Field Control Centre (PIC-FCC)

ABCX Airways Station (destination airport) staff (and / or airline representative staff e.g. GHA / Supervisory Agent) representing the airline (where available / possible / practicable / safe so to do) at accident locations considered to be 'off-airport' (but *not* 'remote') - as related to that appropriate Station / destination airport

Note - the term 'remote' refers to accident locations which cannot be satisfactorily 'managed' from the nearest station / airport where an ABCX Airways rep is located. As such, the ABCX Airways GO Team will typically represent the airline at remote accident locations, as appropriate to actual circumstances 'on the day'

The PIC-FCC reports initially to the C-LACC at the nearest ABCX Airways Station / destination / airport *OR* to the airline representative at the '*airline station airport nearest*' (see 'glossary' appendix N for definition of latter) *OR* (if applicable) direct to airline HQ CMC

Upon local arrival of any ABCX Airways GO Team, the PIC-FCC shall continue his / her crisis response duties - but now under the direction of the Leader GO Team and / or any specialist airports / ground operations Crisis Support Unit (CSU) personnel deployed as part of the GO Team



Appendix A.1.1

C4 Pictorial Diagram

The simplified diagram (on next page) summarises the *main* C4 functions within ABCX Airways:

Note - concerning attachments A.1.2.2 (pages 39 & 40) - the reader should note that various models (types) of airline CMC are in use around the world. *Most of these are variations of just 3 basic models*

The CMC model used in *this* series of **CRPM guideline / template documents** is a '**model 2**'

For more information on CMC models (and particularly 'model 2') - refer to (*separate* document) **CRPM Part 1** (ERP) - **Volume 2** / Section **1A** (starts page 24 of the latter)

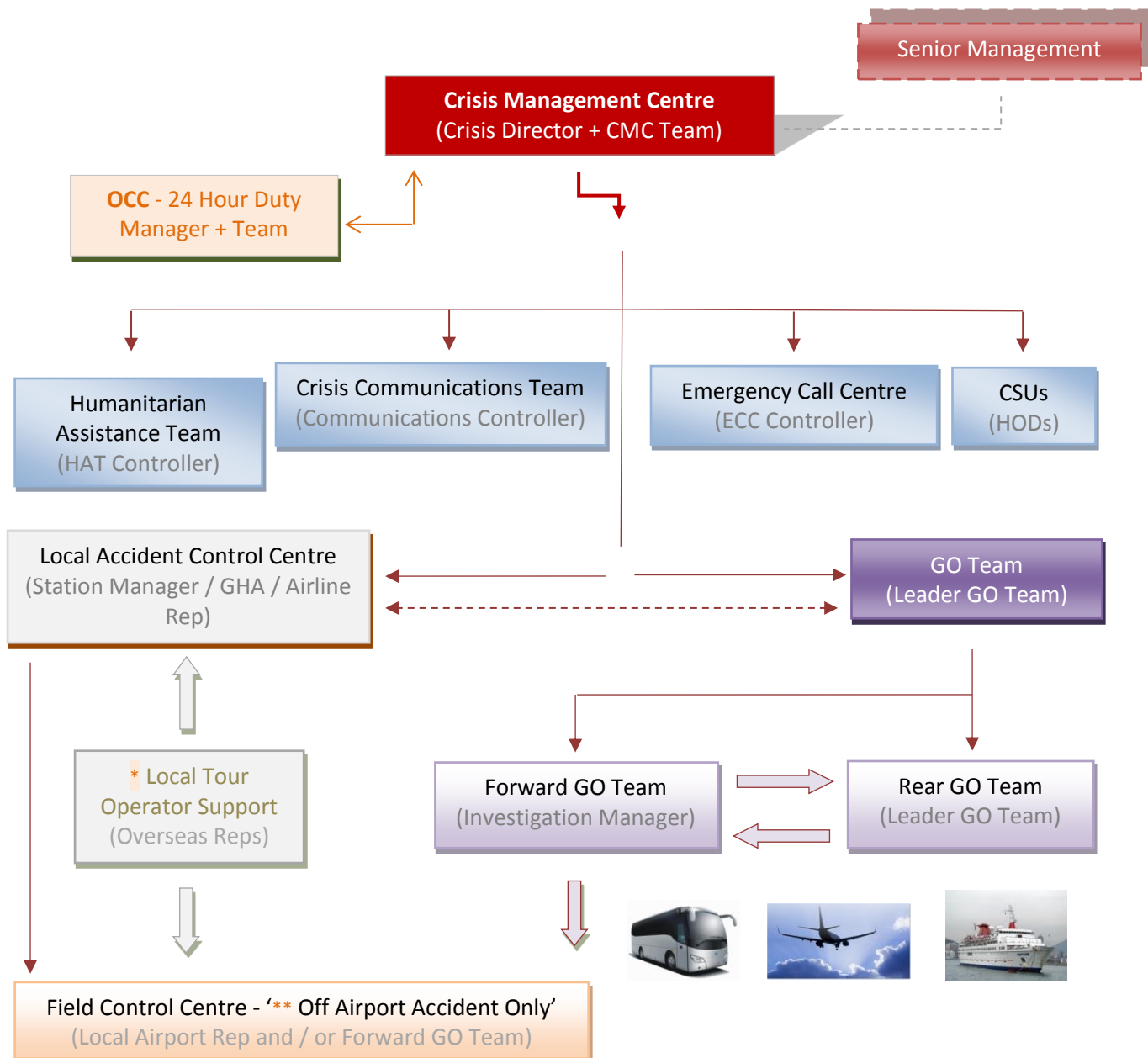
You will find the 'separate' document referred to in the sentence immediately above at:

<http://www.aviationemergencyresponseplan.com/guideline-template/>

When the associated webpage opens, scroll down until you find it - then click on it to open and read



ABCX Airways HQ - Crisis Management **C4 Schematic** / Catastrophic Aircraft Accident Scenario



- * Local Tour Operator (Overseas Reps) Support (applies to 'Tour Operator' charter / package type flights only)
- ** But **not** applicable to accident locations classified as being 'remote'
- CSU = Crisis Support Unit
- ECC = Emergency Call / Contact / Information Centre
- GHA = Ground Handling Agent (Airline Representative)
- HOD = Head of Department
- OCC = Operations Control Centre

Appendix A.1.1



Appendix A.1.2

Catastrophic Aircraft Accident - **Crisis Management Centre**

The CD, together with the CCs, CSU Reps (where appropriate) and other CMC Liaison & Support teams - centrally drive the entire ABCX Airways (emergency / crisis response) Command, Control, Co-ordination and Communications (C4) task, from the **Crisis Management Centre** (CMC) - at airline HQ + other locations as required

The ABCX Airways CMC is located at:

Insert location of CMC here. Use (add) a diagram, map & photograph(s) if possible

Until such time as the Crisis Management Centre is activated (about 30 minutes during normal office / working hours, otherwise about 60 - 150 minutes [or possibly longer - especially e.g. during public holidays] after initial alerting), the airline's 24H Operations Control Centre (OCC) Duty Manager & Team (typically [but not always] located at airline HQ) shall conduct and manage all aspects of the **initial** emergency / crisis response from their normal work locations

See (**separate** document) Crisis Response Planning Manual Part 1 (ERP) - Volume 2 for detailed procedures concerning the CMC and general C4 operations, procedures, checklists etc.

See (**separate** document) OCC's own 'Crisis Support Unit emergency response plan' for detail pertaining to general C4 operations, procedures, checklists etc. - **as might be conducted on a temporary basis by OCC**, until such time as the CMC can take over the C4 responsibility

Appendix A.1 .2.1

Crisis Management Centre - **Typical** (desirable) **Facilities & Equipment**

Facility

- ✓ Ideally located (**landside** [i.e. **not** airside] if at an airport) **at airline HQ**
- ✓ **Appropriate accommodation facility** (accessible 24H; adequate size, secure; private; heating / cooling; near washrooms; near rest facilities; catering readily available etc.)
- ✓ **Adequate** ICT hardware and software connections (wireless capable) - see next page
- ✓ **Adequate** No-break / Uninterrupted Power Supply (UPS) available 24H
- ✓ Geographically separate backup (alternate) CMC facility planned for, available, equipped etc.

Fixtures & Fittings

- ✓ Workstations / desks / chairs etc.
- ✓ Work surfaces (for equipment)
- ✓ Storage facilities e.g. cupboards
- ✓ Wall mounted whiteboards (lots and lots - you can **never** have enough!)
- ✓ Pre-prepared (template & 'blank' formats) **wall mounted 'information' boards** (fill in the blanks)
- ✓ Adequate number of pre-prepared wall mounted (appropriately labelled) clipboards etc.



Documentation & Stationery

- ✓ Comprehensive CMC Documents Library + similar 'Individual CMC Workstation Documents Packs' - all readily and quickly available in soft **and** hard copy formats
- ✓ Comprehensive (soft & hard copy + internal / external) crisis contact directories (phone, email, FAX, social media etc.)
- ✓ Stationery - lots of all types - especially whiteboard markers and hard copy log sheets
- ✓ Flipchart(s) etc.

'Ideal' List of IT, Telecommunications & Similar Equipment

- ✓ **Modern** computers (laptops [wireless capable] ideal as they can be moved to separately located CMC backup facility if required) - **one per each CMC workstation**
- ✓ PCs / laptops to have **modern** (recent) & **adequate** operating system + **all relevant applications** (operational [functional] and administrative) **pre-loaded** as per CMC and airline requirements
- ✓ Dedicated crisis email addresses for all CMC workstation positions (i.e. no use of personal [company / business] emails in general CMC use - **BUT** latter should still be accessible from CMC)
- ✓ Selected company IT security & similar restrictions lifted (removed) for CMC IT system operation e.g. no limits on the size or content of information sent or received by CMC
- ✓ Genuine **high speed** internet access - preferably independent of (in addition to) the airline's 'normal' internet access system
- ✓ **Landline** telephones (**one per CMC workstation** + several CMC spares). If landlines reliant on a local **digital** exchange - then a number of (external) **analogue** landlines also required in CMC
- ✓ Headsets for all landline telephones (quieter CMC environment)
- ✓ Dedicated CMC mobile / smart phones (adequate number e.g. 5 to 10 - separate from those used by GO Team)
- ✓ Satellite telephones (up to 2 or 3 - CMC specific - i.e. separate from those used by GO Team)
- ✓ Walkie / talkie (short range) radios (2 or more sets) - in case of complete, local telephone failure
- ✓ Modern (large capacity) Conference Bridge equipment
- ✓ PC / laptop connectable overhead projector and related screen(s)
- ✓ Smart Televisions (at least 2) - capable of monitoring all major, international news channels
- ✓ Plasma screen(s) - at least 1 (easily & quickly connectable to appropriate source device[s])
- ✓ Modern PC / laptop connectable **electronic** whiteboard e.g. PANABOARD
- ✓ Adequate supply of 'large capacity' memory sticks / portable hard disk storage units etc.
- ✓ Comprehensive (aviation type crisis specific) Crisis Management Software System (desirable - gradually [2018] becoming essential?)
- ✓ Anything else?

Note 1 - all required user names, passwords and similar to be quickly, easily (but securely) available

Note 2 - all required connections / leads / cables / plugs / adaptors / chargers / spare batteries etc. (in adequate quantities) to be fitted and / or otherwise quickly & easily available

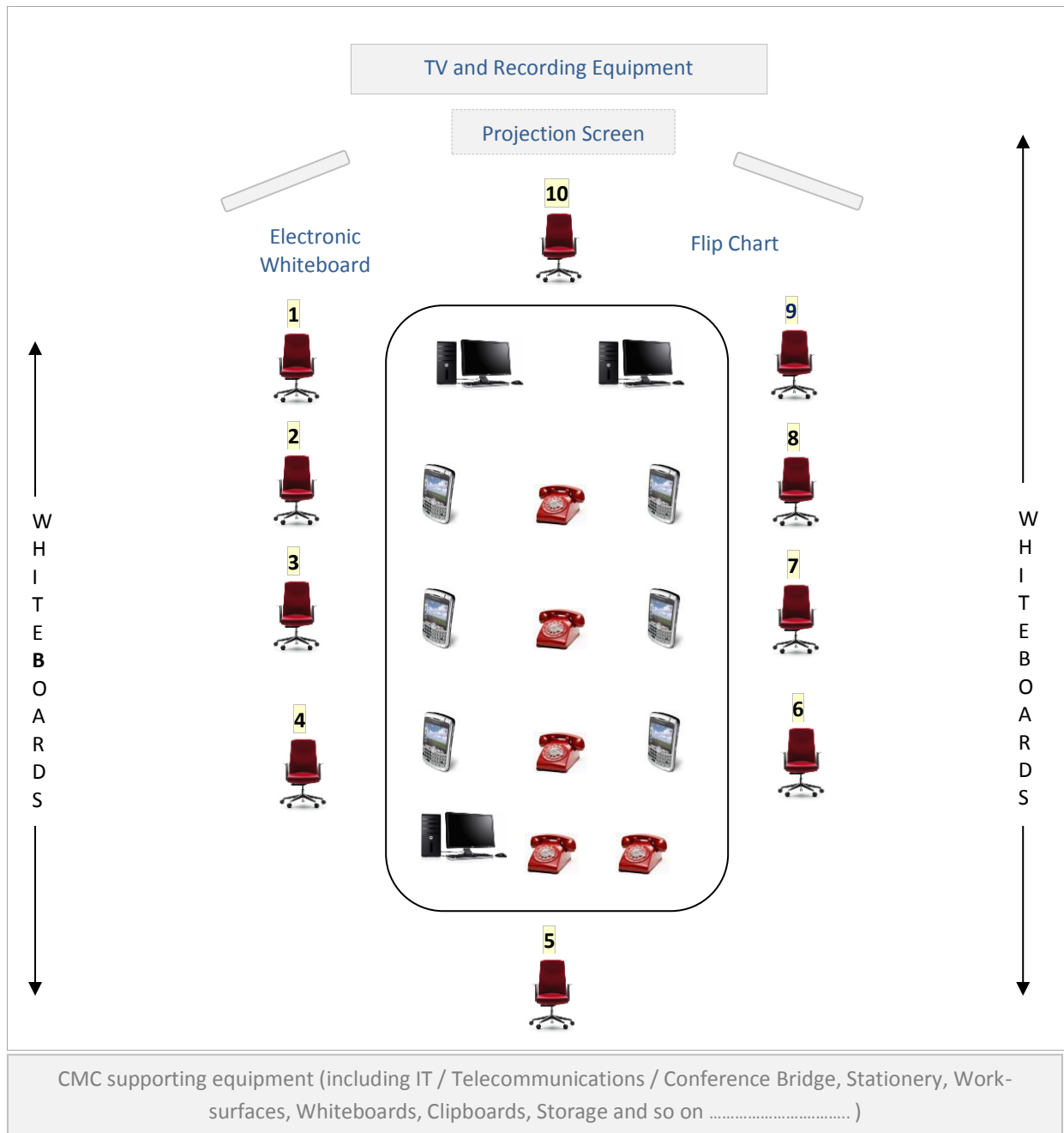
Note 3 - all required operating instructions to be quickly & easily available (soft and hard copy)

Note 4 - A reasonable stock of required 'consumables' to be maintained at all times e.g. for printers (ink), for FAX etc. A rapid (24H) re-ordering system for same to also be in place

Note 5 - it may be necessary for CMC to store and issue certain equipment, documentation and funds to e.g. the airline GO Team (if / when latter deploys)



Appendix A.1.2.2A Typical Crisis Management Centre Layout - Model 2 Schematic



1 = * Spare

2 = Crisis Controller (CC) 3

3 = CC 1 / CMC Chief of Staff (COS)

4 = Log Manager / Admin

10 = * Spare

5 = Crisis Director (CD)

9 = CC 5

8 = CC 4

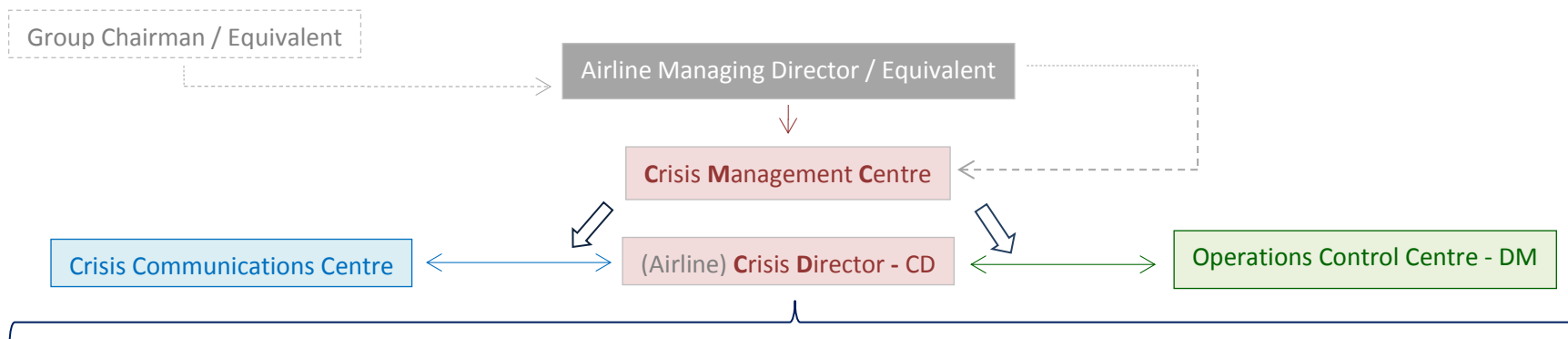
7 = Crisis Communications

6 = CC 2 / Deputy CD

* Spare CMC seats used on an 'as required' basis - depending on crisis circumstances 'on the day' e.g. typically used for any of additional CCs; 'Guest' CSUs; Parent Group staff, External ERP Expert(s), Other Visitors etc.



Model 2 CMC / C4 Manning & Typical Accountabilities - Appendix A.1.2.2B



CC1 / COS	1. Manage CMC facility & staff 2. CD's 'Chief of Staff'. 3. Miscellaneous / ad hoc issues 4. As directed (AD)
CC2 / Dep. CD	1. Deputise for CD 2. Undertake tasks set by CD 3. Assist other CCs as required (particularly CC1 & CC4) 4. AD
CC3	1. Crisis Support Unit Liaison 2. 'Other' Stakeholder Liaison (including parent Group as applicable) not already covered 3. AD
CC4	1. Station / Airport Liaison 2. GO Team Support 3. Air Accident investigation Support. 4. Aircraft Removal / Salvage 5. AD
CC5	1. Contracted Third Party Liaison 2. Airline's HAT support 3. Other airlines / charter / lease etc. liaison 4. AD
LM	1. Maintain CMC Logs 2. Use CMC logs to regularly update CD on crisis 'big picture' 3. AD
ADMIN	1. General administration & service support. 2. Incoming communications filter. 3. CMC tasking follow-up 4. AD

Note - 'HAT' = Humanitarian (Family / Special etc.) Assistance Team



Appendix A.1.3.1

Crisis Director (CD) - Typical Terms of Reference (TOR)

Reports to: (for Crisis Response purposes)

* Airline's top manager

*Exceptionally & where circumstances so require, the 'top manager' may also undertake CD duties

Responsible for:

Crisis Management Centre (CMC) personnel
Crisis Support Unit (CSU) personnel (as delegated)
GO Team (as delegated to 'Leader GO Team')
Other airline Crisis Response Teams (as delegated)
Parent Group Crisis Response Teams (as applicable, approved & delegated)
Third party crisis response teams - to extent permitted by such 3rd parties

Main Purpose of Job:

Responsible to ABCX Airways 'Top Manager' for **overall C4** functions during an ABCX Airways catastrophic aircraft accident type response - together with any other similar 'severity impact' type contingencies. The ultimate objective is achievement of successful outcomes with respect to the crisis response aspects of associated Humanitarian, Safety, Regulatory, Operational and Crisis Communications issues - together with all other associated & relevant matters to be considered, on a case by case basis

Responsibilities / Accountabilities:

- Attain & retain the required level of knowledge specified on page **xx**
- Be reliably contactable 24H - especially by mobile / cell phone, when fulfilling **on-call** duty
- Be within reasonable travelling distance (by time [not distance]) of airline HQ - when on-call
- Maintain an appropriate 'state of fitness' commensurate with crisis response duties, when fulfilling on-call duty - otherwise make suitable arrangements for a substitute to be provided
- Thoroughly review the CD's **RED Alert** checklists at no more than monthly intervals
- Thoroughly review this manual / plan at no more than three monthly intervals
- If alerted / activated, report to CMC as quickly and safely as legally permitted
- **All** alerted & available CDs (**except the on-call CD**) are to assume that they might be appointed (as required) as "**Leader GO Team**" - and are to prepare accordingly. They are also to be prepared to take over **on-going** (future) CD shifts in the CMC
- On arrival at CMC during crisis - the on-call CD shall take on the prime task of overseeing the management (C4) of the overall ABCX Airways emergency / crisis response
- Attend all appropriate crisis response initial and recurrent training courses
- Attend all appropriate crisis response exercises

The above TORs have been endorsed by the 'Top Manager' - ABCX Airways



Appendix A.1.3.2

Crisis Controller (CC) - Typical Terms of Reference (TOR)

Reports to: Crisis Director

Responsible for:

- (1) Deputising for Crisis Director
- (2) Chief of Staff type duties
- (3) CMC C4 duties as pre-planned & / or as assigned & / or ad-hoc

- Attain & retain the required level of knowledge specified on page **xx**
- Be **reliably** contactable 24H - especially by mobile / cell phone, when fulfilling **on-call** duty
- Be within reasonable travelling distance (by time [not distance]) of airline HQ - when on-call
- Maintain an appropriate 'state of fitness' commensurate with crisis response duties, when on-call - otherwise make suitable arrangements to appoint a substitute
- Thoroughly review this manual / plan at no more than three monthly intervals
- Thoroughly review CD **and** CC **RED Alert** check lists at no more than monthly intervals
- If alerted / activated, report to CMC as quickly & safely as legally permitted
- **All** alerted & available Crisis Controllers (**except** the **on-call** CC) are to assume that they might be liable to be appointed as "**Leader GO Team**" - and are to make suitable preparations for this purpose (Note - a CC will only be appointed LGT **if** no suitable Crisis Director is available). They are also to be prepared to deputise for the CD and to take over on-going CC shifts in the CMC
- **The first Crisis Controller to arrive** at the CMC following activation shall assume the designation '**Crisis Controller 1 / Chief of Staff**' - and will assume full responsibility (first CMC shift) for:
 - The effective and efficient operation of the CMC facility itself - including optimum manning & shift patterns
 - Assuming CMC 'chief of staff' type duties
- On arrival at CMC - all activated CCs shall take on the prime task of supporting the CD in conducting oversight / management (C4) of the overall emergency / crisis response operation
- Attend all appropriate crisis response initial and recurrent training courses
- Attend all appropriate crisis response exercises

The above TORs have been endorsed by the 'Top Manager' - ABCX Airways



Appendix B

Catastrophic Aircraft Accident - Alerting & Activation System

Requirement to be Contactable

ABCX Airways **key** crisis response personnel + alternates / deputies / proxies etc. (as identified specifically or otherwise implied anywhere in the CRPM / other appropriate airline document) shall be contactable 24/7/365 - either de facto (i.e. actually on duty e.g. Duty Pilot Manager, Duty Engineer / 24H MAINTROL, Duty Ops Control Centre Manager) etc. **OR** via an on-call roster basis

Such key personnel shall be fully conversant with the alerting and activation process / system - together with associated duties and the ability to perform them adequately, without 'undue delay'. The CRPM shall specify which employees are considered to be key crisis response personnel, together with how the term '**undue delay**' shall be reasonably interpreted

Alerting & Activation

Key crisis response personnel + their alternates etc. will be **alerted** to an appropriate crisis situation by an automated alerting system initiated by the ABCX Airways Operations Control Centre's 'Duty Manager' (which specific persons get alerted depends on pre-ordained 'rules' associated with the declared 'Alert State Colour Code'. Here we are referring to **RED Alert** only)

Where necessary, such key personnel will, in turn, invoke their **own** department / business unit's pre-prepared **manual** (internal cascade or call out tree - i.e. **non**-automated) **alerting** system - see Appendix **B.1** and **B.2** diagrams on next **two** pages

Activation follows alerting and refers to the requirement for those alerted to report for crisis response duties without delay and / or as otherwise directed

Alert State Colour Codes (see Appendix **B.3** diagram [page **46**])

Crisis Contacts Directory

The ERPM shall compile and continually maintain a fully comprehensive '**crisis contacts directory**' containing all contact info (internal / external [incl. telephone {smart / cell / landline}; {office / home / wherever}]; [email {office / home / smartphone / wherever}; [SMS text] etc.) required to quickly facilitate the alerting & activation process

The ERPM shall also compile and continually maintain the 'automated' alerting system's database and produce and distribute sufficient directory hard & soft copies (internal & external [and don't forget the GO Team!]) as required

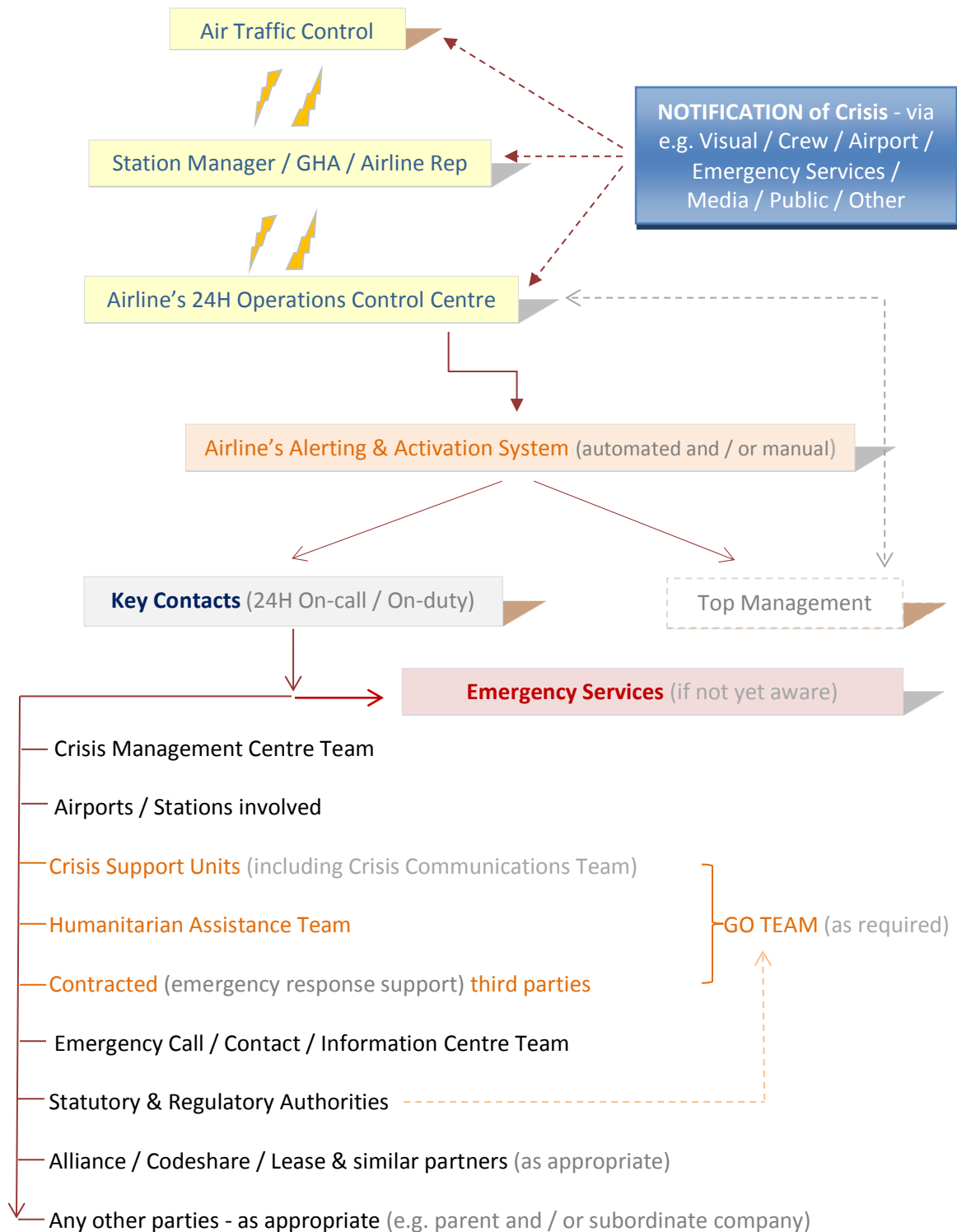
Sufficient hard and soft copies (e.g. on memory sticks for latter) should also be stored at an appropriate 'off-site' location for business continuity purposes

Note that **all** ABCX Airways staff responsible for controlling, participating in and / or responding to the crisis response alerting and activation system are expected to be fully familiar with their own and their department / business unit's crisis response plan roles and responsibilities - including the alerting & activation process



Appendix B.1

ABCX Airways Catastrophic Aircraft Accident - Typical **Alerting & Activation** Process





Appendix B.2

'Manual' Cascade Callout Tree Alerting (Notification / Callout) **System - Typical Example**

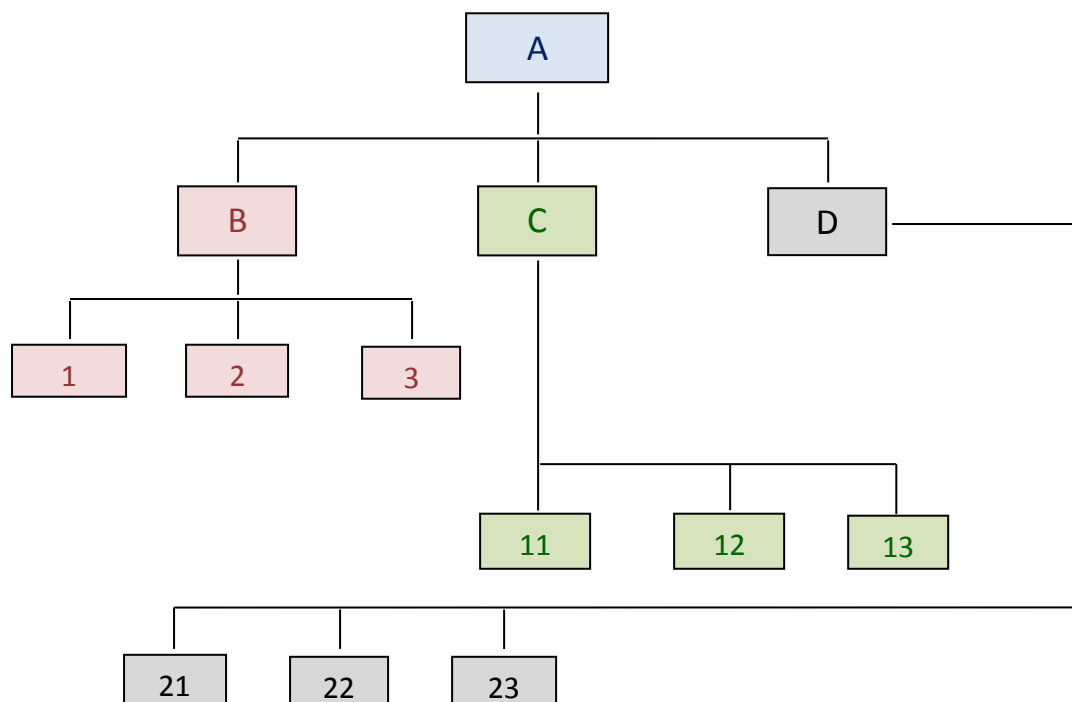
One of the simplest types of *manual* crisis response alerting & activation systems in use requires the person commencing the alert (e.g. person **A** in diagram below) to make telephone calls to persons **B**, **C**, **D**, E and F etc. In turn, person **B** would then pass on the alerting message to 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, 15 etc. and so on, until the full list of persons to be alerted has been contacted

At the 'letters' level shown (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 (non-responding) person, making a note of the person(s) unable to be contacted

At the 'numbers' level shown (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 (Note - it has been assumed here that the 'numbers' level is the *final / bottom* level of the alert. This may not be the case in reality, of course)

The system's main advantage is simplicity. Its main disadvantage is that it takes time (particularly for large numbers of persons to be contacted) and requires personal contact details (office, home / mobile telephone numbers) & the associated procedures - to be *continually* updated / maintained





Appendix B.3

ABCX AIRWAYS - **ALERT STATE COLOUR CODES** - SUMMARY

RED	<ul style="list-style-type: none"> ▪ Catastrophic Aircraft Accident ▪ Highest Level Security Type Crisis ▪ Severe Disruption to Airline Operations ▪ Severe Public Health Crisis ▪ Any Other Crisis with Similar Impact
ORANGE	<ul style="list-style-type: none"> ▪ Serious Aircraft Incident ▪ Serious Security Type Crisis ▪ Serious Disruption to Airline Operations ▪ Serious Public Health Crisis ▪ Any Other Crisis with Similar Impact
YELLOW	<ul style="list-style-type: none"> ▪ Significant Aircraft Incident ▪ Significant Security Type Crisis ▪ Significant Disruption to Airline Operations ▪ Significant Public Health Crisis ▪ Any Other Crisis with Similar Impact
GREEN	<ul style="list-style-type: none"> ▪ Occurrences other than RED, ORANGE or YELLOW - which are typically handled as part of 'normal operations'

Note 1

A catastrophic aircraft **accident** will **always** equate to a **RED** alert

Exceptionally, other aircraft accidents (non-catastrophic) and (very rarely) aircraft related **incidents** may equate to a **RED** alert (e.g. due severe, adverse impact on brand, image or reputation) - but are much more likely to be classified as **ORANGE** or **YELLOW** and thus handled operationally as a **serious** or **significant** incident respectively (by using procedures documented **separately** in Crisis Response Planning Manual **Part 2** [Aircraft **Incident** Response])

Note 2

CRPM **Part 2** (handling of aircraft related **incidents**) is **not** the subject of the guideline document which you are now reading i.e. **CRPM Part 2** is a **separate** document and is used for different (less serious) purposes



© AERPS / MASTERAVCON (A H Williams) 2007 to 2019 - some rights reserved

Deliberately Blank



Appendix C

Catastrophic Aircraft Accident / or Equivalent Crisis

Humanitarian (Family) Assistance Team - (HAT)

Note that apart from a very small number of key 'on-call' crisis response personnel, the **volunteers** comprising the ABCX Airways HAT are generally neither 'on-call' nor 'on-duty' - with respect to their humanitarian assistance roles and responsibilities

The airline's emergency / crisis response plan compensates for this by requiring the recruitment and training of a sufficient number of such 'volunteer' personnel to meet the predicted HAT crisis response manning requirement - on a 'worst case scenario' (low response rate) type assumption

(Typically based on the densest passenger capacity of the largest aircraft in the airline's fleet - together with an assumed 'rule of thumb **show** [availability for duty] ratio' [for the HAT] ranging from around **2:1** up to **2.5:1**

For example, using the **2:1** ratio and assuming a **300** seat aircraft capacity - **600** volunteers would need to be recruited, trained and maintained

For the **2.5:1** ratio - **750** volunteers would need to be recruited, trained and maintained

Smaller airlines will need to trim the ratio back considerably - for example **.5:1** [decimal point five to one]) might be used - due lack of associated manpower resources

For the 2:1 and 2.5:1 ratios referred to above it is likely that **at least** one HAT volunteer will be able to be assigned to **each** individual (singleton) travelling passenger OR group of passengers travelling together e.g. a family group. For lower ratios expect to **share** one HAT volunteer amongst several different singletons / groups travelling together

Where airline manpower resources are insufficient to meet HAT planning requirements, a 3rd party [external / commercial] specialist might be contracted to make up for any shortfall or even provide the entire HAT on behalf of the customer airline)

HAT recruitment, retention, training and exercising should be a high priority for the airline's top management - as delegated to the Emergency / Crisis (Response) Planning Section

See Appendix **C.1** diagram on next page

For further (more detailed) information re 'humanitarian assistance' - see **separate** document - Crisis Response Planning Manual Part 1 (ERP) - Volume **3**

You will find the 'separate' document referred to in the sentence immediately above at:

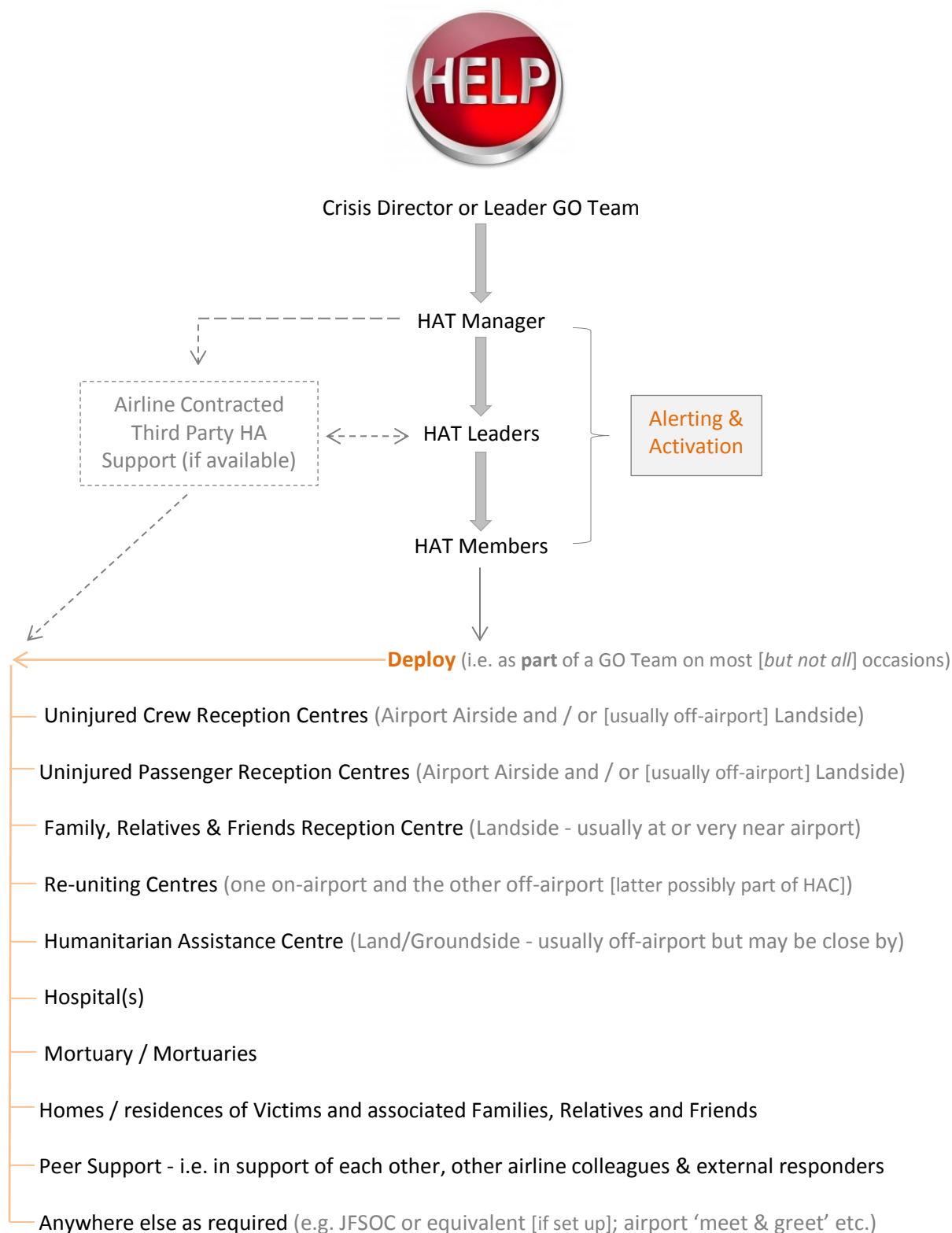
<http://www.aviationemergencyresponseplan.com/guideline-template/>

When the associated webpage opens, scroll down until you find it - then click on it to open and read



Appendix C1

ABCX Airways - **H**umanitarian **A**ssistance **T**eam (Typically comprising airline volunteers)





Appendix D

Catastrophic Aircraft Accident / Equivalent Crisis

Emergency Call / Contact / Information Centre

The ABCX Airways 'Emergency Call Centre' requirement is outsourced to (fictional) third party (external / commercial) specialist provider '*WYZ Emergency Services*' - due (to the scenario / assumption used herein) the airline having insufficient manpower & telecommunications resources - together with the specialist software required - to run such a service itself

See Appendix **D.1** diagram on next page

See note on page **10** of this document - re ECC operations

For further (more detailed) information on ECC operations - see (*separate* document) Crisis Response Planning Manual Part 1 (**ERP**) - Volume **4**

You will find the 'separate' document referred to in the sentence immediately above at:

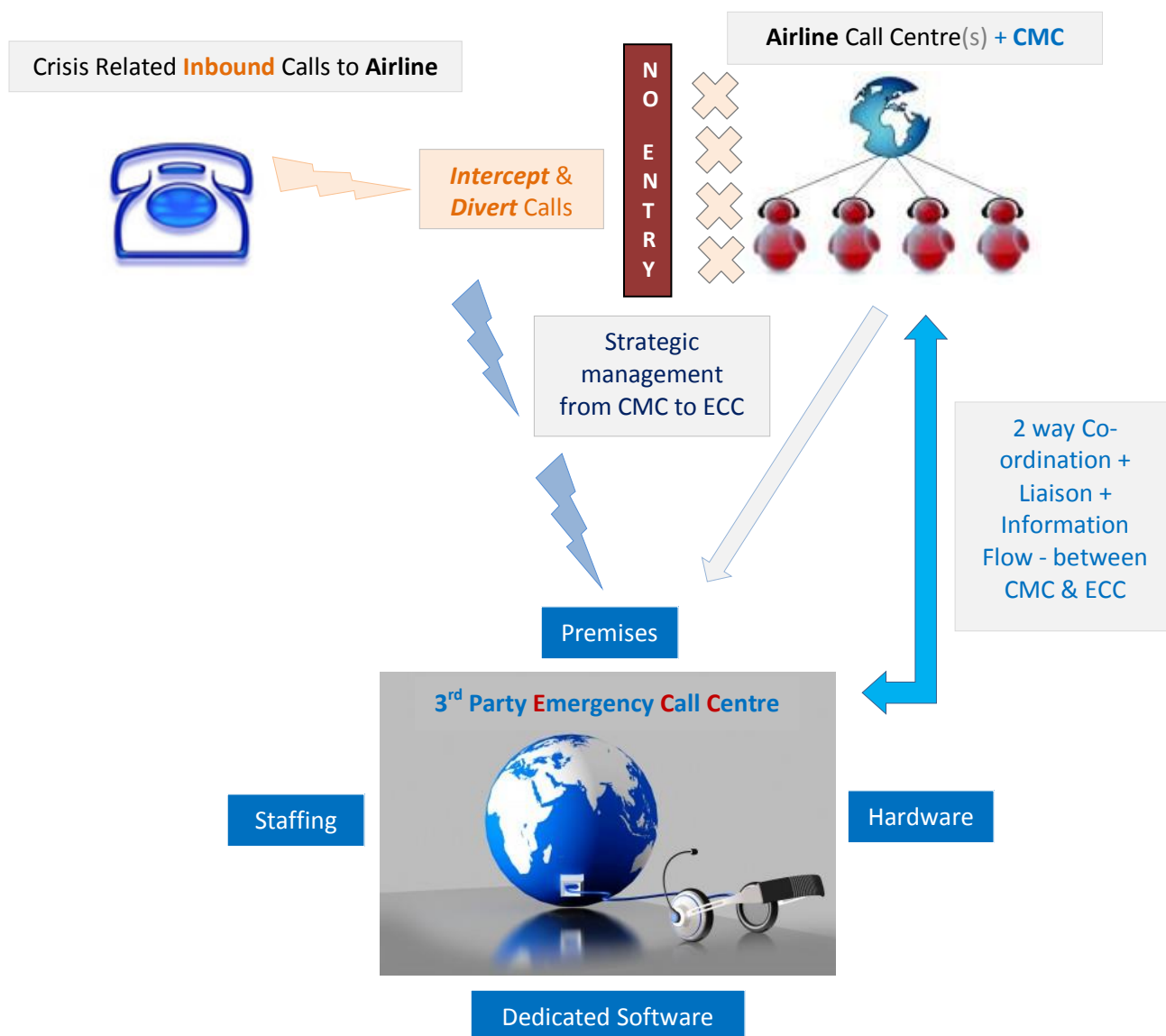
<http://www.aviationemergencyresponseplan.com/guideline-template/>

When the associated webpage opens, scroll down until you find it - then click on it to open and read



Appendix D.1

Emergency Call Centre - as provided to ABCX Airways by a **Specialist** (commercial) **3rd Party Vendor**



Some Considerations (below) re **3rd party ECC ops** (In no particular order + list is not exhaustive)

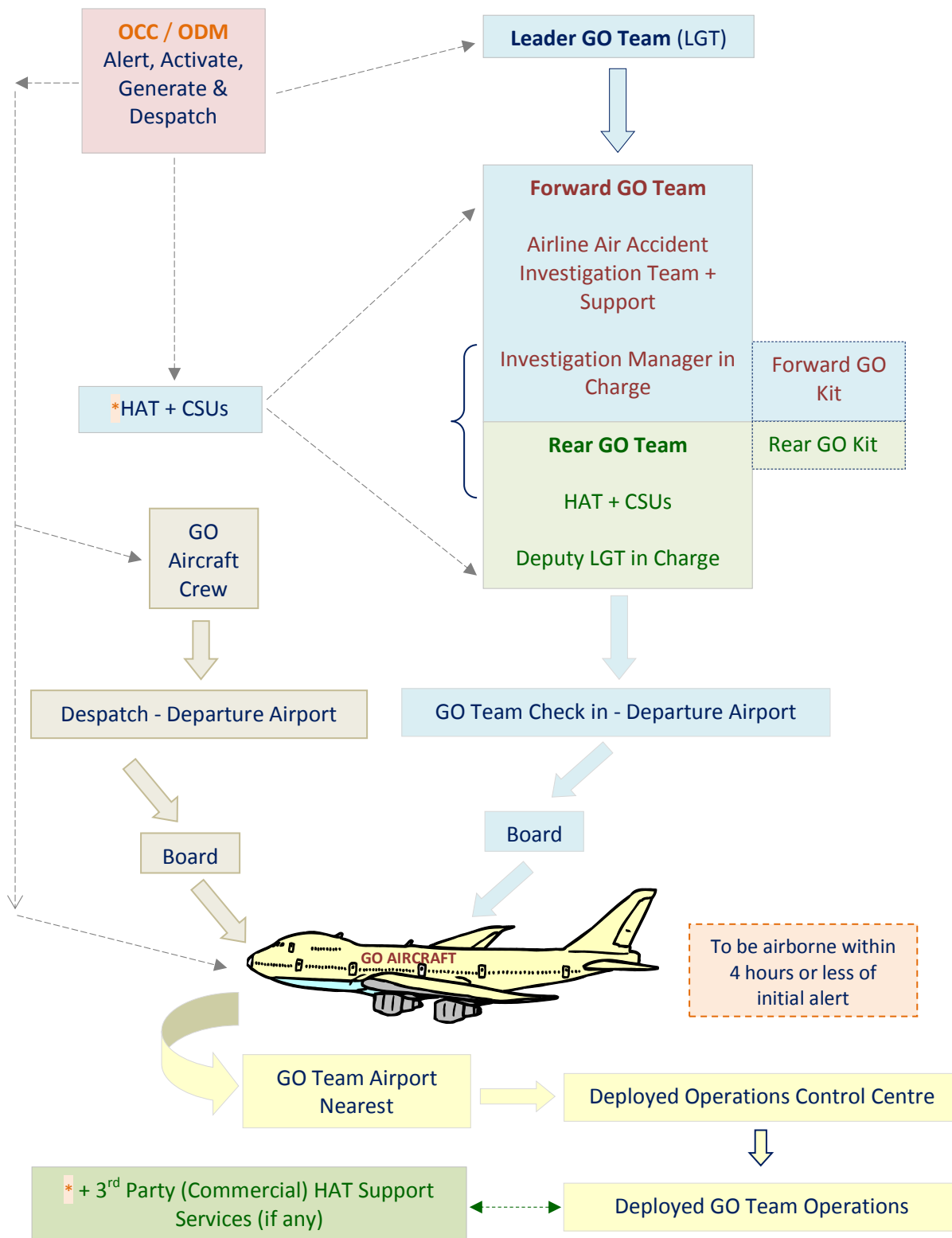
Call Taking Capacity
 Telephone Accessibility (from all countries)
 Language(s) / Translation Capability
 Security & Data Protection
 No-break Power Supply
 Separate Location Back-up Facility
 Robust, Documented Procedures
 Training & Exercising (ever on-going)

Other Emergency Call Centres in Operation
 Activation Times
 Compatibility with Airline Requirements
 Double (Concurrent) Crisis Capable
 Location / Custom / Culture / Religion
 Service Level Agreement
 Sufficiently Staffed / Manned
 Operates Concurrently with own 'Normal' Ops Rqts



Appendix E **Catastrophic Aircraft Accident - ABCX Airways GO Team / GO Kit / GO Aircraft**

See (separate document) CRPM Part 1 (ERP) - Volume 5 for further detail



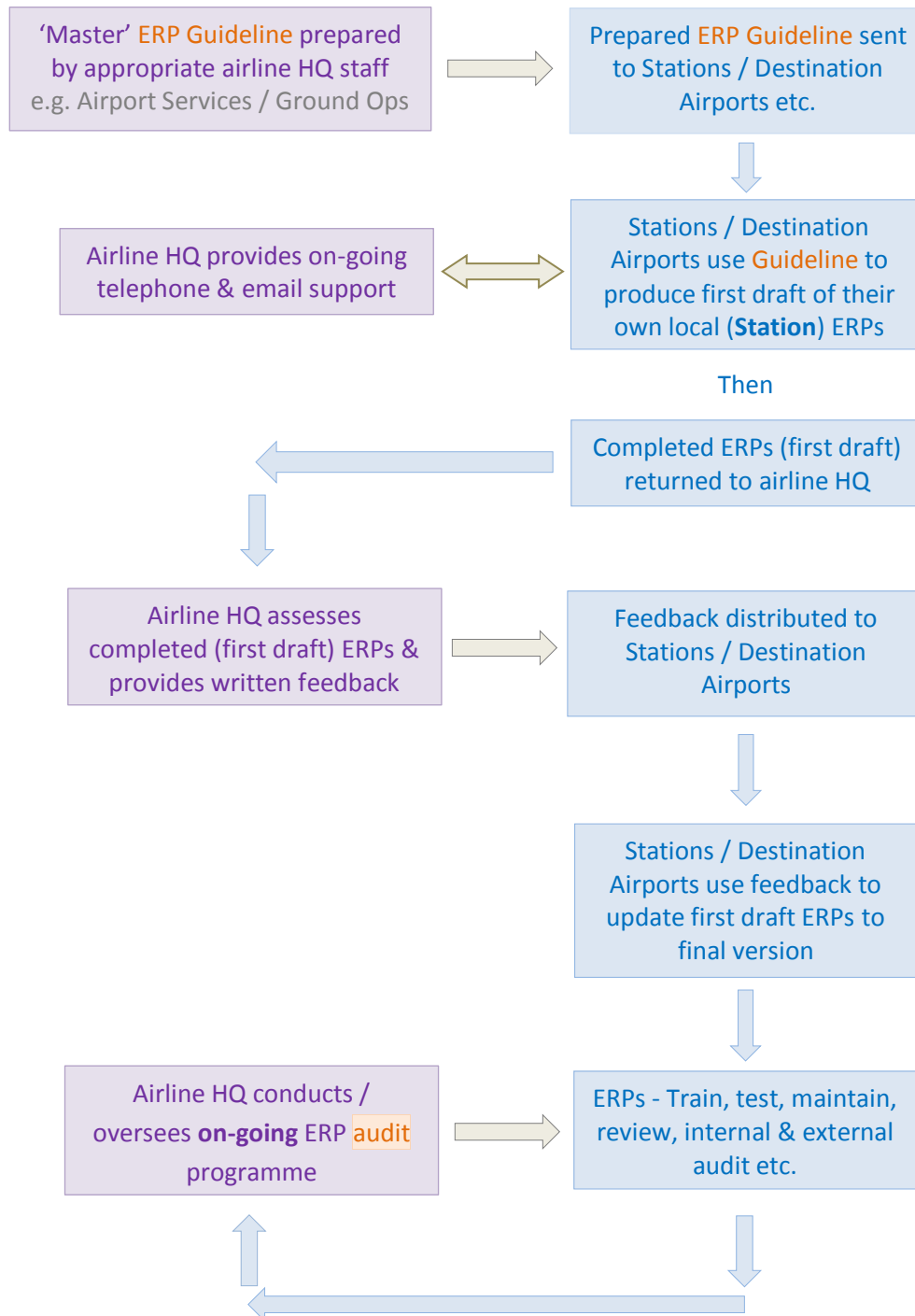


Appendix F

Catastrophic Aircraft Accident / *Equivalent Crisis*

Emergency Response Planning for Countries / Areas / Regions / Stations / Destination Airports

See [\(separate document\)](#) CRPM Part 1 (**ERP**) - Volume **6** for further detail





Appendix G **Catastrophic Aircraft Accident** - **ABCX Airways - Typical Airline Crisis Support Units**

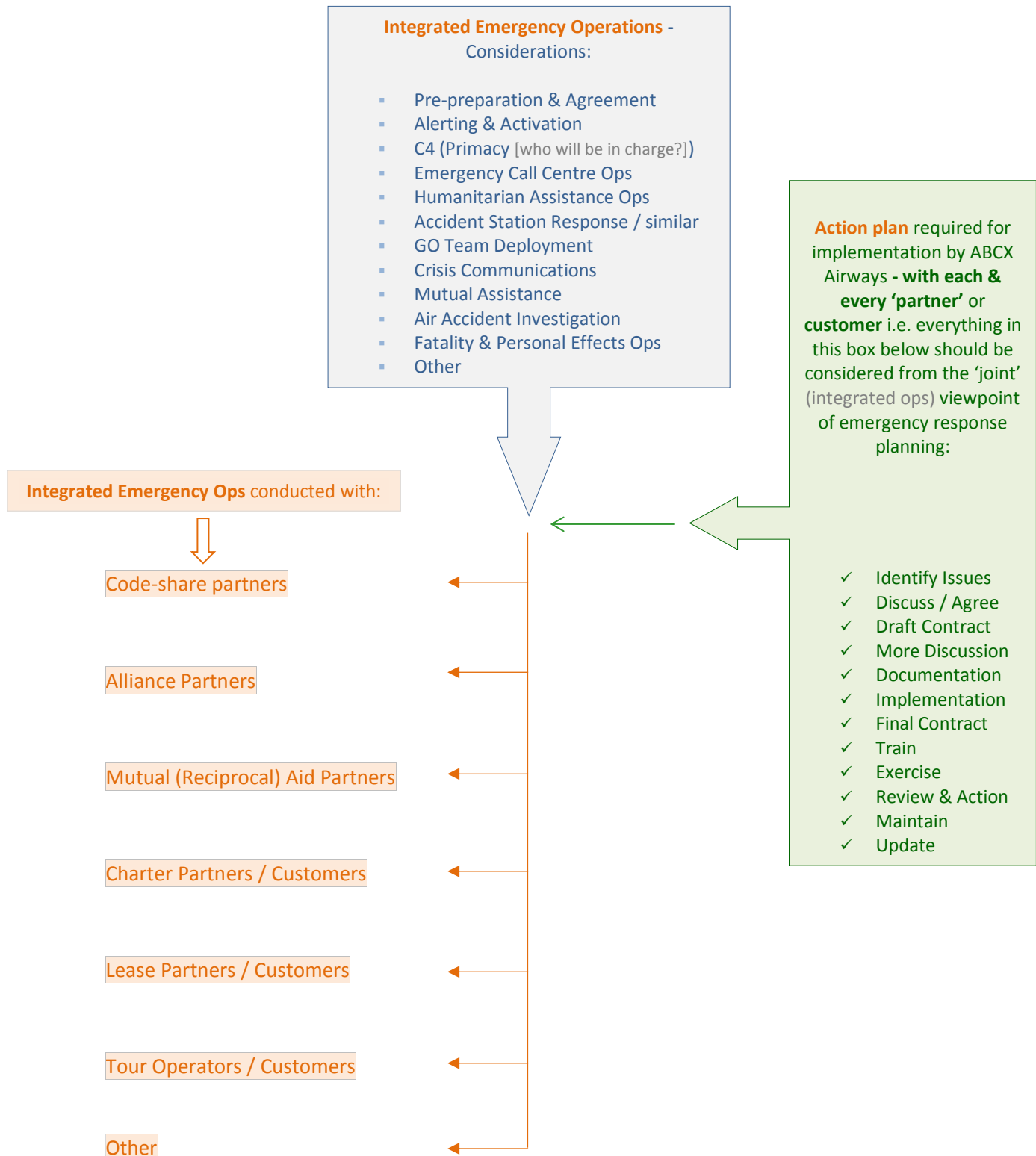
See [\(separate document\)](#) CRPM Part 1 (**ERP**) - Volume **7** for further detail

Airport Services (sometimes known as 'Ground Operations')
Airline (Aviation) Planning - often part of airline's 'commercial' department
Business / Staff / Industry Travel
Cabin Crew - often part of airline's 'customer services or 'service delivery'' department
Cargo
Commercial / Marketing / Sales /Retail / Ecommerce
Corporate Communications / PR
Crisis Management Centre - Command and Control + Admin Teams
Crisis Management Centre - Emergency Call / Contact / Information Centre Team
Crisis Management Centre - GO Team Support & Liaison Team
Crisis Management Centre - Log Manager Team (usually manned by Quality Department staff)
Crisis (Emergency / Contingency) Response Planning 'expert' Team
Customer Services / Service Delivery (not including Cabin Crew element)
Engineering (2 separate CSUs covered here i.e. aircraft engineering and ground engineering)
Facilities
Finance
Flight Operations
Flight Safety
Airline Operations - including the airline's '24H operations /network control centre' facility
HR
Humanitarian Assistance Team
IT
In-flight Catering
Insurance
Legal
Loyalty / Frequent Flyer Programme
Medical / Occupational Health & Safety
Parent Company / Group (as applicable)
Parent Tour Operator (e.g. charter / package / inclusive tour type airlines - as applicable)
Procurement & Logistics
Regulatory and other Stakeholder Relations
Security (Aviation [AVSEC])
Security (Ground / General)



Appendix H **Catastrophic Aircraft Accident - Integrated Emergency Response Operations**

See [separate](#) document) CRPM Part 1 (ERP) - Volume 8 for further detail





Appendix J

Catastrophic Aircraft Accident / *Equivalent Crisis*

Crisis Communications Centre & Team

See Appendix **J.1** schematic diagram on next page

See (**separate** document) CRPM Part 1 (**ERP**) - Volume **9** for further detail

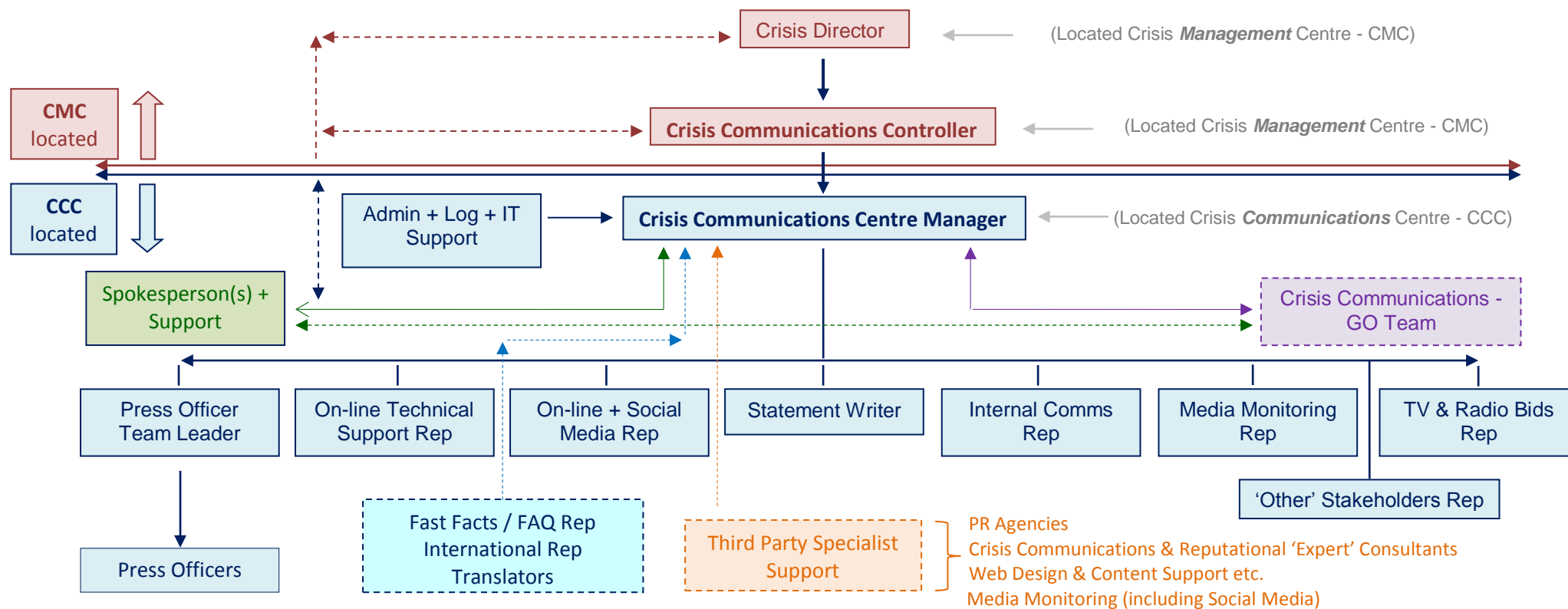
You will find the 'separate' document referred to in the sentence immediately above at:

<http://www.aviationemergencyresponseplan.com/guideline-template/>

When the associated webpage opens, scroll down until you find it - then click on it to open and read



Appendix J.1 Schematic - Typical **Crisis Communications Team** (NB: well-resourced airline [manpower, budget etc.] assumed)

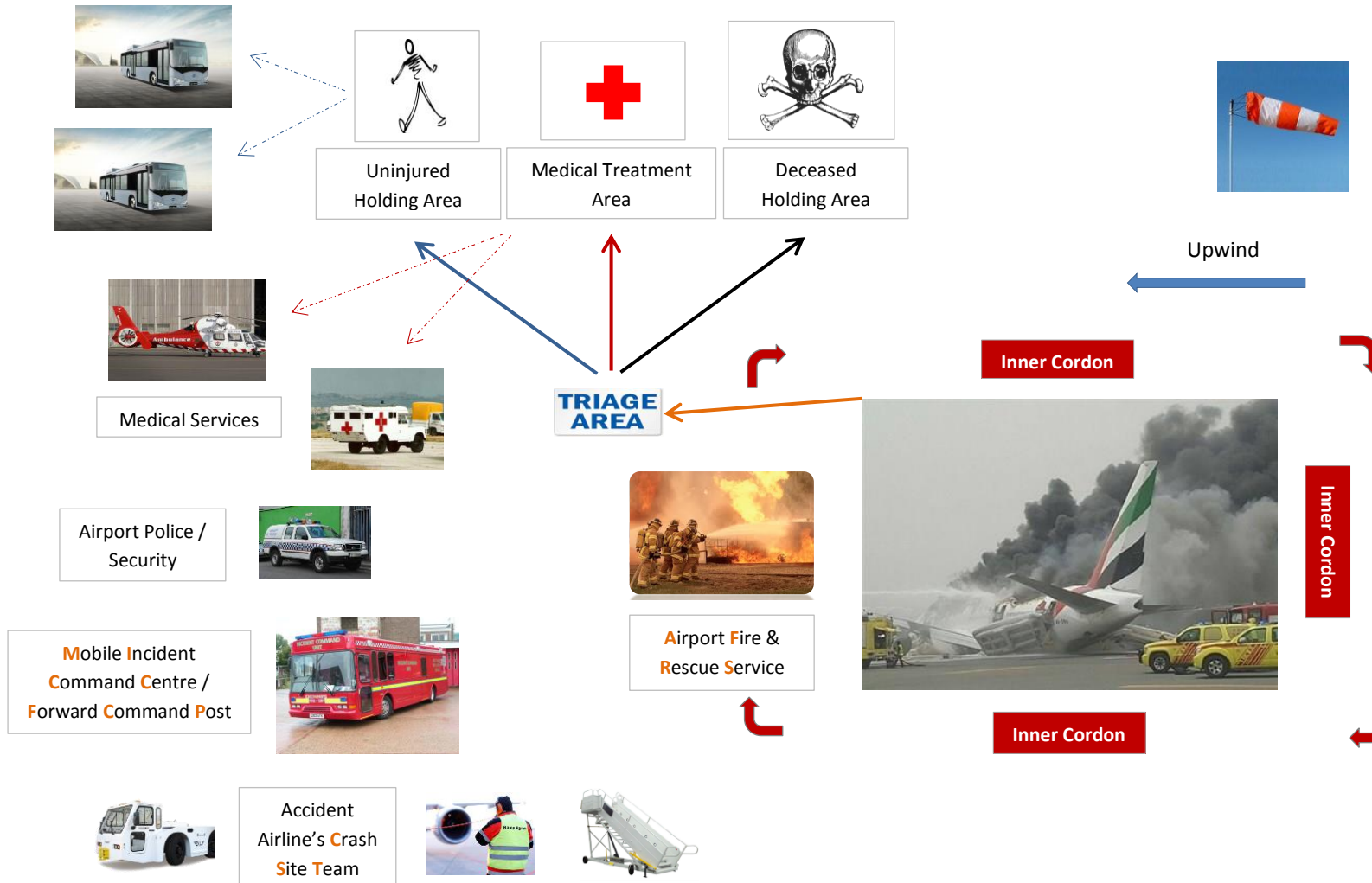


Note - Crisis **Management** Centre & Crisis **Communications** Centre should typically **NOT** be co-located



© AERPS / MASTERAVCON (A H Williams) 2007 to 2019 - some rights reserved

Appendix K



TYPICAL CRISIS RESPONSE ACTIVITIES AT / NEAR TO ACCIDENT SITE (On airport accident assumed)

CST - This 2 person team represents the accident airline at the **MICC / FCP**. Amongst other things it e.g. delivers the accident flight's Crew List, PAX List & Dangerous Goods info to those needing same

The **MICC / FCP** conducts operational [Bronze] command & control (delegating as required) of all resources shown opposite - whilst same are operating at / near to the accident site. Each agency present in the diagram opposite should send a liaison rep to the MICC / FCP

For simplicity, diagram is not 100% complete e.g. *outer cordon* not shown - but all agencies shown opposite [except AFRS] operate from the outer cordon; *off-airport* responding resources not shown; *Tactical* [Silver] & *Strategic* [Gold] lines of command & control etc. have been omitted for both on-airport & off-airport agencies etc.



Appendix L

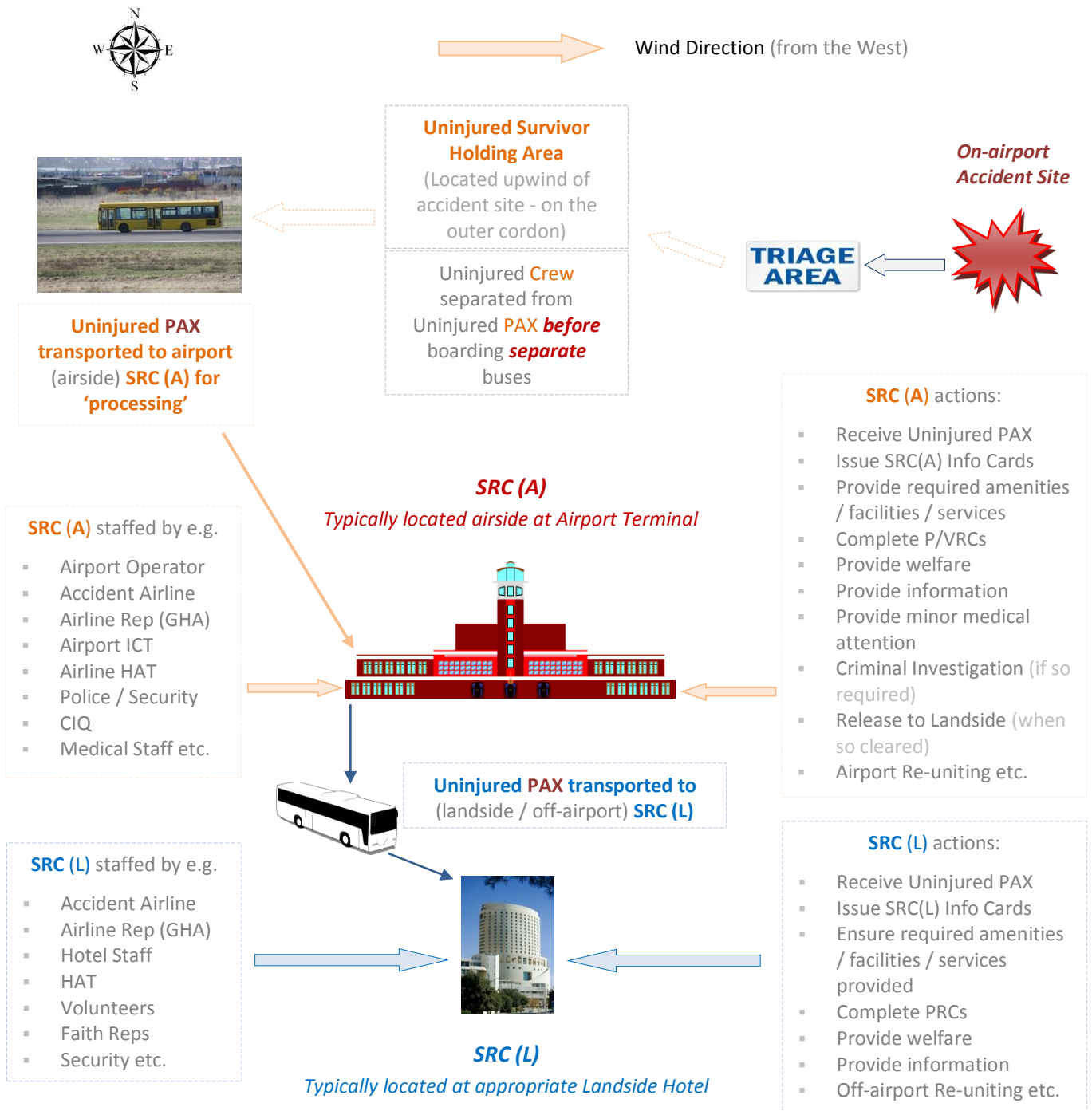
Catastrophic Aircraft Accident / *Equivalent Crisis*

*Typical Processing & Movement of **Accident Victims + associated Families, Relatives & Friends***

Appendix **L** comprises 4 diagrams - i.e. sub-appendices **L1** to **L4**

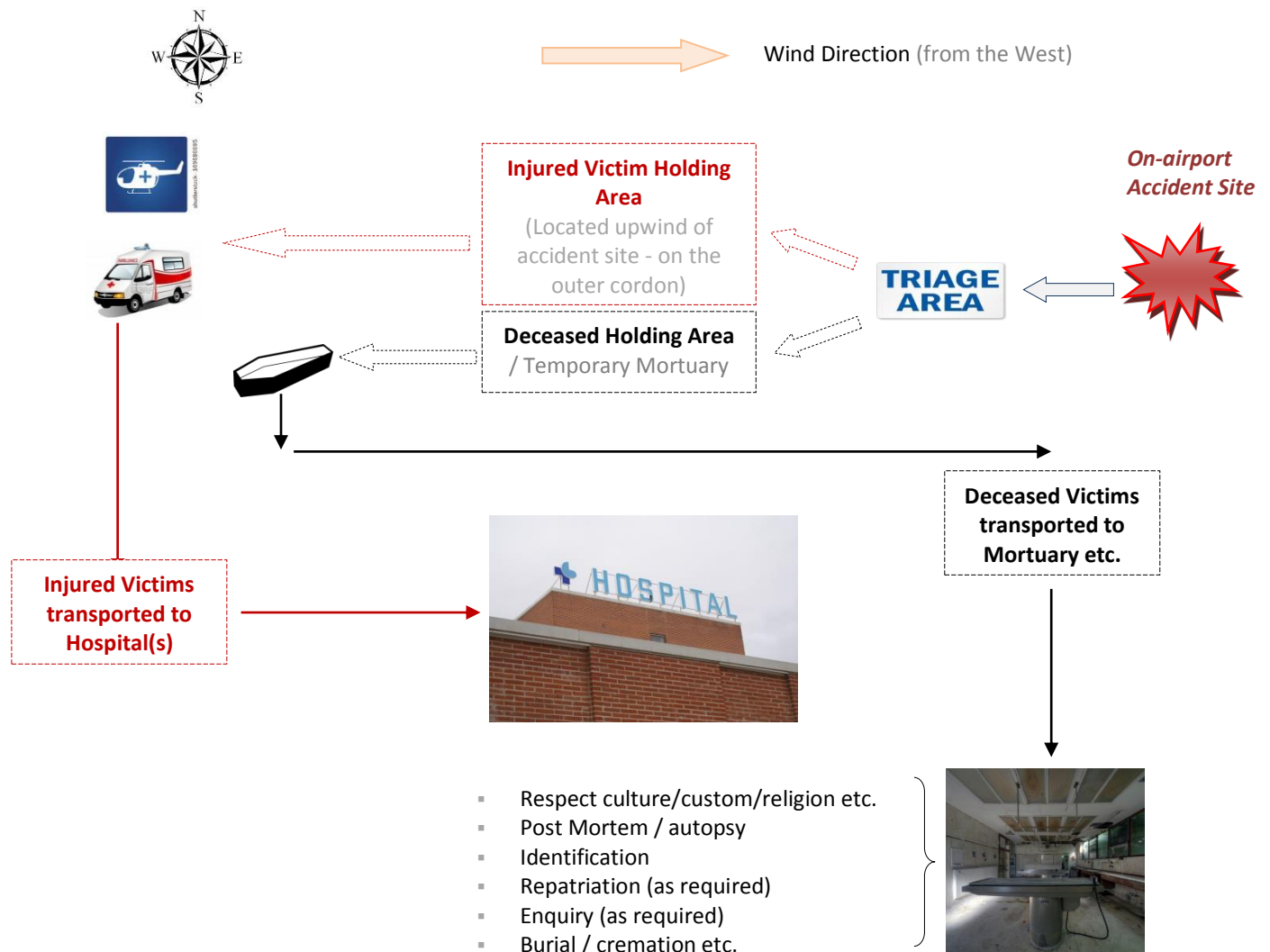


Appendix L.1 - Typical Movement of Uninjured Passengers from (on-airport) Accident Site





Appendix L.2 - Typical Movement of Injured & Deceased *Victims* from (on-airport) Accident Site



Notes: 1. P/VRCs (or equivalent local form) to be completed for hospitalised victims (if possible). 2. PRCs to be completed for any accompanying, **uninjured** FR type victims (travelling companions from accident flight) also present at hospital(s). 3. FECs (or equivalent local form) to be completed for any other FR / MGFR present at hospital(s) - (unless any such FR / MGFR has **already** been re-united with his / her associated, hospitalised victim). 4. Apply same principles / actions (as per items 1 to 3 above) to any mortuary / mortuaries in use for deceased victims. 5. The accident airline and / or its local airline rep should have enquired beforehand as to whether or not its representatives (e.g. the HAT) will be allowed access to the potential hospital(s) involved. If not, appropriate agreements, SOPs etc. should have been pre-negotiated so as to ensure that the accident airline is given access to the appropriate information, in order that it can carry out its humanitarian and equivalent duties. Nevertheless, in some countries / jurisdictions the airline might still be denied such access / info. 6. The latter (item 5) *might* also apply to some mortuaries. 7. **In some countries / circumstances it is possible to encounter insensitive / inhumane / degrading etc. handling of the injured and (particularly) the deceased.** 8. In some countries / circumstances etc. only some (or none) of what has been written on



Appendix L.3 Typical Movement of **MGFR** waiting at Accident Airport (+ *locally living FR* also)



- Put out PA messages for appropriate MGFR to go to appropriate airport info desk / wherever (flight number, departure airport, scheduled arrival time provided)
- Likewise for Flight Info Display System - FIDS
- At airport info desk etc. - trained airport / airline / GHA staff 'screen' enquiring MGFR to ensure some form of 'valid' involvement with 'accident flight'
- 'Valid' MGFR requested to go to the airport's FRRC (pre-prepared 'map' issued)
- MGFR 'checked' again at FRRC entrance & (if still assessed as 'valid') given access

IMPORTANT - wording / actions re any of the above to be appropriately sensitive, diplomatic, compassionate etc.



- Issue FRRC 'info cards' as MGFR enter
- Briefly advise MGFR 'why they are here'
- Advise MGFR that they can leave FRRC at any time
- Direct MGFR to 'unprocessed MGFR' area
- Complete 'FECs' with MGFR
- Direct MGFR to 'processed MGFR' area
- Provide MGFR with appropriate welfare (humanitarian assistance of all types)
- Provide MGFR with appropriate facilities
- Provide MGFR with ongoing info updates
- When (if) possible / appropriate update MGFR on efforts to reunite them with those they were waiting to greet
- When FRRC closes brief MGFR of what might be 'available' to them next e.g. use of the airline provided 'Humanitarian (Family) Assistance Centre - HAC

Humanitarian Assistance Centre(s)

Notes: **1.** The HAC is typically set up by the accident airline ASAP after accident occurrence. Where possible, it is located in a suitable, relatively local hotel(s). **2.** Airline provided HAC services should be available 24H to all FR worldwide (including local MGFR). The latter can opt to be accommodated in the HAC or stay at local residences. For those not choosing HAC accommodation, invitations are typically made for them to attend the daily HAT briefings - or otherwise to view such briefings via one or other forms of 'visual' electronic conferencing system e.g. Skype. **3.** The paramount purpose of the HAC is to provide timely, accurate information (re any ongoing accident situation) to FR worldwide. For 'non-local' FR requiring HAC accommodation, the accident airline will typically arrange and pay for associated transportation, lodging etc. In the HAC itself a wide array of additional humanitarian / welfare assistance services should ideally be available. **4.** It is typically 'expected' of the accident airline that it meets all costs and expenses associated with HAC operations. **5.** In some countries / circumstances etc. only some (or none) of what has been written on this page will take place



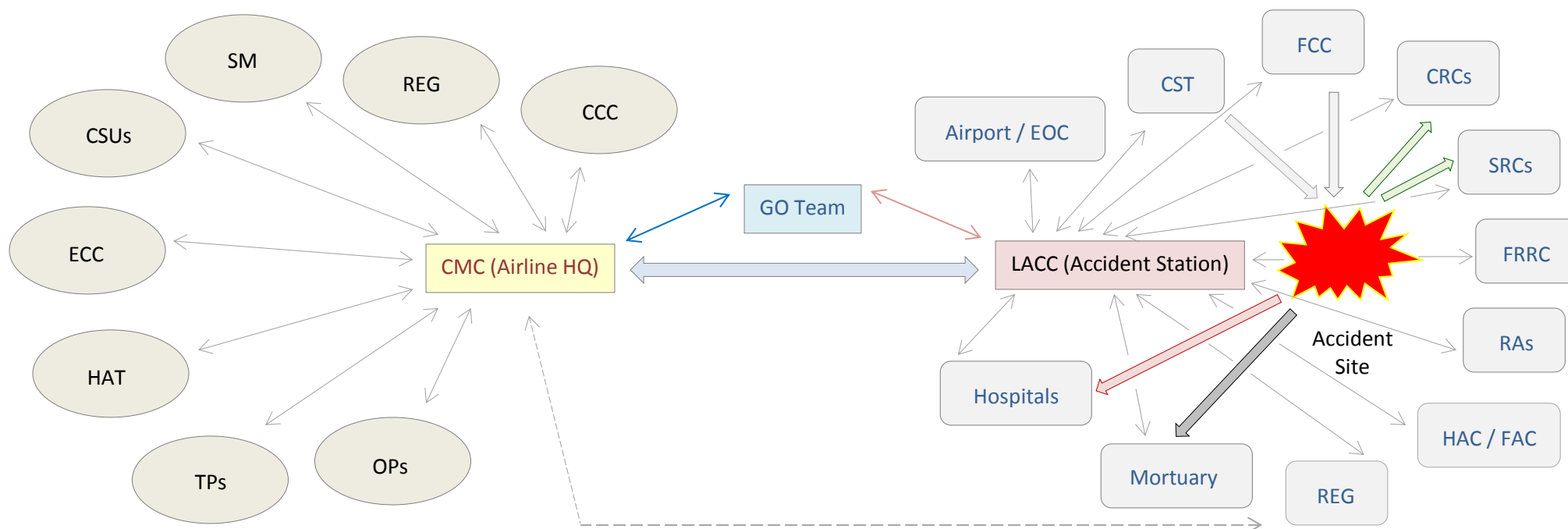
Appendix L.4 Typical Movement of non-**MGFR** type / non-**local** type **Family, Relatives and Friends**



Notes: **1** - During the shorter term post major aircraft accident most FR will typically be communicating with the accident airline via the latter's Emergency Call / Contact / Info Centre (ECC). Amongst many other things the ECC will eventually ask FR (not living relatively locally to accident location) is 'whether or not they wish to be transported to and accommodated at the airline's HAC'. For those so wishing, the airline will typically arrange and pay for almost everything. **2** - See appropriate notes on previous page for more details re the HAC. **3** - It is expected that some non-local (to HAC) FR will elect **not** to travel. In such circumstances the accident airline might consider (with permission of the appropriate FR) sending (for a limited duration) some of its HAT members to visit such FR in their local homes, in order to offer appropriate humanitarian and related services. **4** - Re **FRRC** (see previous page for latter) and HAC ops - note that it **might** be necessary to **additionally** set up and operate both types of centre at the origin / departure / upline airport(s) from which the accident flight departed prior to the accident occurrence at the arrival / destination / downline airport (which we are writing about here). Again, the accident airline and its local reps are typically responsible for so doing. **5** - In some countries / circumstances etc. only some (or none) of what has been written on this page will take place



Appendix M Catastrophic Aircraft Accident - TYPICAL COMMUNICATIONS & INFORMATION FLOWS



OPs = Other Parties; REG = Legal / Regulatory etc. SM = Senior Management; TPs = Third Parties providing airline with emergency response support services



© AERPS / MASTERAVCON (A H Williams) 2007 to 2019 - some rights reserved

Deliberately Blank



Appendix N

Catastrophic Aircraft Accident / *Equivalent Crisis*

Glossary + Additional Explanatory Material

Study of the following information is highly recommended (in order that the explanations & concepts provided might be better understood) **when using this series of guideline or guideline / template documents, to assist in the preparation (original or rewrite) of your own (real) airline emergency / crisis response plans, as related to the catastrophic aircraft accident type scenario**

Even if you are already an experienced airline 'emergency planner', you will find study of this section most useful if you intend to implement the provided guidelines and / or guideline / templates effectively, efficiently and to your best advantage



Accident (ICAO)

An occurrence, associated with the operation of an aircraft, taking place between the time that any persons boards the aircraft with the intention of flight, until all persons have disembarked, in which:

1. A person is fatally or seriously injured as a result of:
 - Being in the aircraft **and / or**
 - Direct contact with any part of the aircraft, including detached parts **and / or**
 - Direct exposure to jet blast

(Except when injuries are from natural causes **or** when inflicted [by other persons] **or** when self-inflicted **or** for injuries to stowaways hiding outside areas not normally available to crew and passengers)

AND / OR

2. The aircraft sustains damage or structural failure which:
 - Adversely affects the structural strength, performance or flight characteristics of the aircraft - **and**
 - Would normally require major repair or replacement of affected components.

(Excepting engine failure or damage, [when damage is limited to the engine, cowlings or accessories] - or for damage limited to propellers, wing tips, antennas, tyres, brakes, fairings, small dents or puncture holes in aircraft skin)

OR

3. The aircraft is missing or completely inaccessible

Note - Whilst the formal definition above also covers 'unmanned flight' - the latter is beyond the scope of this guideline / template document

(GO Team) Airport Nearest

The closest airport (to the aircraft accident location) considered suitable for safe operation of the accident airline's GO Team aircraft - the latter being used to deploy the airline's 'GO Team'. (The GO Team aircraft might not be provided from accident airline resources in certain circumstances e.g. an appropriate military and / or chartered civilian aircraft might need to be used instead)

(Airline Station) Airport Nearest

The accident airline's closest **on-line** (regular destination) airport (station) to the actual accident location. Note that it is possible that the '(Airline Station) Airport Nearest' might be hundreds or even thousands of miles from the actual accident location



Airside (+ Landside / Groundside)

‘Airside’ refers to an area of an airport intended to be used for activities related directly to aircraft operations. Public access is restricted - with the typical exception of passengers proceeding to airside departure gates in accordance with standard airport procedures. For all others, a ‘restricted area’ pass is typically required to ‘go airside’

‘Landside’ (or ‘Groundside’) refers to an area of an airport not intended to be used for activities related directly to aircraft operations and to which the public normally has access e.g. check-in desks; meet & greet areas etc. are generally located landside

Alerting & Activation System

A system for rapidly **alerting** potential responders of a crisis situation - and which requires rapid mobilisation of said responders in support of a pending crisis response (**activation**). Typically, such a system uses telephone calls and / or text messages and / or emails to alert those requiring activation. The system can be fully or semi-automatic or manual

An airline’s Operations Control Centre’s Duty Manager (ODM) usually initiates the alerting system. GHAs will typically use a similar concept

‘ABCX Airways’ - Alert State Colour Code

RED

A ‘**RED Alert**’ declaration (as typically associated with an **aircraft** related crisis occurrence) - requiring an **immediate & maximum crisis response effort by all appropriate airline Emergency Response Team(s)**

The typical aircraft related occurrence associated with a **RED Alert** is a ‘**catastrophic aircraft accident**’ - sometimes also referred to (particularly in the USA) as an ‘aviation disaster’

‘ABCX Airways’ - Alert State Colour Codes

ORANGE

or

YELLOW

Typically an **aircraft** related crisis occurrence or similar (other than a **RED Alert**), where the airline’s 24H Operations Duty Manager (or equivalent person) would typically consult with senior / specialist airline personnel, in order to establish the appropriate level and type of response (and thus type of alerting & activation) required

Note - ORANGE & YELLOW alerts are generally related to **aircraft incidents**. They have been included here for information and context purposes only - as ‘incidents’ are not the subject of *this* particular document i.e. the document you are reading now



'ABCX Airways' - Alert State Colour Code **GREEN** ('Normal Operations')

Normal aircraft operations - including *minor* occurrences which do not merit declaration of a 'Yellow' alert state colour code

Note - whilst alert state colour codes as used herein are generally related to aircraft operations, they can be similarly used by an airline, GHA etc. (whether aircraft related or not) to additionally classify e.g.:

- **Security** type situations e.g. Bomb Warning; Unlawful Interference
- **Public Health** type situations e.g. Pandemic; mass food poisoning
- **Natural Disaster** type situations e.g. Hurricane; Tsunami
- **Disruption** type situations e.g. mass closure of airspace (e.g. due volcanic ash)
- **Anything else** - as appropriate e.g. brand / image / reputation type issues

Therefore, on any one day of airline operations it is perfectly feasible (and even desirable) to declare several different alert state colour codes in force - as related to the different classifications shown immediately above (which, on the vast majority of occasions, will always be **GREEN** for each). See diagram next page for more context on ABCX Airways use of 'alert state colour codes'

Reminder - this document (together with the remainder of the CRPM Part 1 **[ERP]** series of documents) does *not* include subject coverage of any of the above bullet-pointed list of classifications i.e. CRPM Part 1 deals with the *catastrophic aircraft accident* type situation only



ABCX AIRWAYS - **COLOUR CODE ALERT STATES** - SUMMARY

RED	<ul style="list-style-type: none"> ▪ Catastrophic Aircraft Accident ▪ Highest Level Security Type Crisis ▪ Severe Disruption to Airline Operations ▪ Severe Public Health Crisis ▪ Any Other Crisis with Similar Impact
ORANGE	<ul style="list-style-type: none"> ▪ Serious Aircraft Incident ▪ Serious Security Type Crisis ▪ Serious Disruption to Airline Operations ▪ Serious Public Health Crisis ▪ Any Other Crisis with Similar Impact
YELLOW	<ul style="list-style-type: none"> ▪ Significant Aircraft Incident ▪ Significant Security Type Crisis ▪ Significant Disruption to Airline Operations ▪ Significant Public Health Crisis ▪ Any Other Crisis with Similar Impact
GREEN	<ul style="list-style-type: none"> ▪ Occurrences other than RED, ORANGE or YELLOW - which are typically handled as part of 'normal operations'

Note 1

A catastrophic aircraft **accident** will *always* equate to a **RED** alert

Exceptionally, other aircraft accidents (non-catastrophic) and (very rarely) aircraft related **incidents** may equate to a **RED** alert (e.g. due severe, adverse impact on brand, image or reputation) - but are much more likely to be classified as **ORANGE** or **YELLOW** and thus handled operationally as a **serious** or **significant** incident respectively (by using procedures documented *separately* in Crisis Response Planning Manual **Part 2** [Aircraft **Incident** Response])

Note 2

CRPM **Part 2** (handling of aircraft related **incidents**) is *not* the subject of the guideline document which you are now reading i.e. CRPM Part 2 is a *separate* document



'Catastrophic' Aircraft Accident

An aircraft accident generally triggering a **Red Alert** type crisis response by the involved airline(s)

A precise definition is avoided herein for good reason. However, it is ***unlikely** that an aircraft accident would be classified as catastrophic (purely from the accident airline's overall **operational** crisis response viewpoint) unless **relatively large** numbers of fatalities and / or serious injuries were involved

* For example, 5 passengers out of 400 on board are killed in an aircraft accident - the remainder being either uninjured or suffering minor injuries only

Whilst such a situation is obviously going to be 'catastrophic' for the few families etc. of the deceased - from an airline (**operational / big picture**) viewpoint, it might warrant just a 'partial' crisis response, especially re the humanitarian aspects - i.e. typically not requiring the '**full**' response required if e.g. 200 were killed, 100 seriously injured and 100 missing

To clarify further, this '5 fatalities' scenario would typically **not** warrant **full** CMC manning - and probably only a **very limited** activation of the airline's emergency call centre and humanitarian assistance teams (if such teams exist in the first place of course! [Many airlines still do not have such teams])

Depending on accident location an airline GO Team **would** probably deploy, but at significantly reduced manning levels compared to the 'catastrophic aircraft accident' type situation

Similarly, severe damage to an airframe, with no associated deaths or serious injuries to the occupants or other persons, will never be classified as a catastrophic aircraft accident

The decision as to what comprises a catastrophic aircraft accident should be made 'on the day' by the airline's on duty Operations Control Centre Duty Manager (or equivalent person) at airline HQ.

The imperative for immediate and maximum response dictates that this latter person should make the decision unilaterally (i.e. without the need to consult). **However, where any doubt exists a Red Alert should always be declared immediately** and, as events unfold, be re-categorised to a lower response level, if circumstances 'on the day' so require

Note - contrast this 'airline' definition with the ICAO definition of 'accident' shown on page 5

The point to make here is e.g. that certain categories of aircraft damage meeting the meaning of the ICAO term 'accident' - would almost certainly **not** require the operational airline response envisaged for a 'catastrophic' aircraft accident

A serious injury (such as a broken leg) to just one person is also technically an ICAO defined aircraft accident (but is something which would be handled by most airlines - almost as part of 'normal' operations)

Such contrasts between similar 'international / regulatory' type definitions and those used herein should be similarly accounted for when considering the **actual** type and degree of operational (crisis) response required 'on the day' - and to be planned for before 'the day'



Controller - Local Accident Control Centre (C - LACC)

Most aircraft accident related tasks and functions at airline Station (local / tactical) level are the responsibility of the appropriate Airport Services Manager / Station Manager or other, local airline representative (e.g. pre-appointed or ad hoc appointed GHA and / or Supervisory Agent & similar)

The appropriate latter person(s) (or designated alternate[s]) shall assume the ABCX Airways title '*Controller - Local Accident Control Centre*' (C-LACC) during any ABCX Airways crisis / emergency response related operations, which impact directly (or possibly *indirectly* depending on circumstances) on his / her Station (Airport)

The C-LACC is locally responsible (on behalf of ABCX Airways) for all appropriate crisis response activities until / if relieved of this responsibility by the airline. The C-LACC will *typically* operate from his / her own (normal business) office(s) during crisis response operations, said location now being known by the ABCX Airways term '*Local Accident Control Centre*' (LACC)

Note that an *airline's / airline representative's* 'Local Accident Control Centre (LACC)' is **not** the same thing as the *parent airport's* 'Emergency Operations Centre' (EOC). The two are different i.e. with different functions, in different locations etc. (see definition - 'Emergency Operations Centre')

(Airline [ABCX Airways]) Crash Site Team - CST

A selected (typically 2 person) team provided (1 person) by station Airline / GHA / other airline representative (*traffic / ramp / terminal / similar*) staff **plus** (1 person) provided by appropriate *Aircraft Engineering* staff - such team generally (but not always) required to report immediately to the aircraft accident site (in the event of a [local] major aircraft emergency) in order to provide appropriate essential services, liaison & support - on behalf of the accident airline the team represents

For example - the *Airline / Airline Representative Traffic / Ramp / Terminal / Similar* rep is typically employed rendering immediate liaison, communication and other services at the accident site - on behalf of the accident airline e.g. provision of passenger list, crew list; dangerous goods details; estimated fuel on board etc. - to responding emergency services; logging details of victims sent to hospitals / mortuaries / wherever; facilitating provision of transport from accident site for uninjured passengers and crew; keeping Controller LACC updated on circumstances at accident location etc.

+ (plus)

For example - the *Aircraft Engineering* rep (**if** one is available) might typically have duties related to making the aircraft safe (shutting down engines, auxiliary power unit etc.); advising fire & rescue crews on appropriate matters (e.g. providing the appropriate 'cut-here' diagrams); securing essential information needed for the eventual accident investigation - *when so instructed by an appropriate authority* for the latter e.g. cockpit voice recorder, flight data recorder, quick access recorder, aircraft documents etc. Such staff may also provide other technical advice, including *initial* thoughts on potential aircraft / wreckage recovery or salvage ops



(Uninjured) Crew Reception Centre (Airside)	-	CRC (A)
(Uninjured) Crew Reception Centre (Landside)	-	CRC (L)

Uninjured crew should typically be transported from the accident site 'Triage' or uninjured holding facility, to a secure and private initial holding area within the *airside* part of the airport terminal building or similar - known herein as the 'Uninjured Crew Reception Centre (Airside) - CRC (A)'

The CRC (A) facility should ideally have adequate privacy, security, capacity, seating, toilets, catering provision etc. It should be located in an area which is physically *SEPARATE* from the 'Uninjured Survivor (Passenger) Reception Centre - Airside' facility, in order to prevent possible unwelcome attention (e.g. aggression and / or abuse) to uninjured crew

Typically, Airline / GHA / Police / Airport Authority / other staff will man the CRC (A), assisting the uninjured crew in any way possible (humanitarian, welfare and similar support), whilst also capturing important information (provided by uninjured crew) onto hard copy forms (* 'Passenger / Victim Record Cards' - P/VRC [or local equivalent forms] - see attachment 1B to this glossary for an example), for eventual distribution to e.g. the local airline rep + copies to the relevant authorities (Immigration, Police, Airport Operator, etc.). Most importantly, the LACC should forward completed P/VRCs to airline HQ ASAP - from where crews' family, relatives & friends might be notified accordingly

* Note - It has been assumed throughout this series of guideline & guideline / template documents that 'Passenger/Victim Record Cards' will be used to take information from both uninjured passengers and uninjured crew

For the flight crew (pilots) in particular, the provision of initial statements, blood and urine tests + other medical / legal requirements might be anticipated at this stage. Legal representation and / or assistance should be provided (by the airline / airline representative(s) to such crew, as appropriate

Once (if) the appropriate authorities establish that no 'crime' is associated with the accident, uninjured crew should be released from the CRC (A) and transported, under airline / GHA / other escort - to the 'Uninjured Crew Reception Centre - Landside - CRC (L)', which is typically a *hotel*, with which airline / airline rep staff should have made appropriate, prior arrangements. Crew should put on civilian clothes (if possible) and / or remove all overt signs of uniform before leaving the CRC (A), in order that they do not attract undue attention to themselves. Humanitarian, welfare & similar support to uninjured crew should continue at the CRC (L)

The hotel designated as the CRC (L) should *not* be the same hotel as that used for the Humanitarian (Family) Assistance Centre - *nor* should it be the same hotel as used for the 'Uninjured Passenger Reception Centre (Landside) - SRC (L)'. The CRC (L) should also not be the same hotel as used for *normal* crew layovers at that particular station / airport, as relevant

Shorter term reconciliation (reuniting) of uninjured crew with their FR will typically be accomplished at the CRC (L), where appropriate / possible. Crew FR not living locally to the CRC (L) can expect to be invited by the accident airline to join their loved ones at the CRC (L) and / or other airline provided local accommodation. The airline will typically make and pay for such arrangements - including flights where appropriate



For an aircraft accident away from the crew's Home Base / HQ Country (i.e. where they normally live), arrangements should be made to return the accident flight's crew to such home base ASAP

Note - It might be advisable for the accident flight's uninjured crew (located at home base / or when they eventually return to home base) to be accommodated for an appropriate period in a location other than their homes - in order to avoid undue 'attention' from e.g. the media; (angry) FR etc. Similar consideration should be given to crew families living at such homes. The accident airline should arrange for all of this to be done

'ABCX Airways' Station Managers / Airline Representatives are required to *pre-identify and pre-arrange for a CRC (A) and a CRC (L)* - as part of their local emergency response plan preparation for the airline. This information is to be documented in the 'ABCX Airways ERP' produced for the specific station / airport

Lastly, for '*off-airport*' emergencies where use of on-airport facilities might *not* be available (for whatever reason), the general principles of setting up and operating local equivalents of the *CRC (A)* and *CRC (L)* should be followed and adapted insofar as possible, circumstances permitting

Note 1 - Only a relatively small number of '*airport* operators' have made provision for a *CRC (A)* within their own airport emergency plans (although this situation is gradually improving). For those that have not, local airline staff or their representatives should lobby (e.g. via the local 'Airline Operators Committee [AOC]') for such a facility to be established. The 'usual' location for such a facility is e.g. a vacated or unused VIP, First or Business Class lounge; a suitable airline office (airside); a suitable GHA office (airside) etc.

Note 2 - There will be fairly rare occasions where uninjured crew might be required to care for the uninjured passengers after leaving the accident site triage facility e.g. lack of supporting / responding ground staff from the airport, airline, airline representative, government authorities; remote location accident etc.

Crisis Communications Centre - CCC

When responding to a catastrophic aircraft accident the airline's Corporate Communications (PR) department(s) will typically have a vital role(s) to play e.g. from preparing press releases and organising press conferences, to dealing directly with media callers, to providing a company spokesperson to 'speak to the world' about the crisis, to managing 'dark site' content and social media etc.

A small number (one or two persons typically) of Crisis Communications personnel will also deploy as part of any airline GO Team - possibly including a 'deployed' company spokesperson

The element of the Corporate Communications (PR) department dealing with crisis events is entitled the '*Crisis Communications Team*' and operates from a '*Crisis Communications Centre - CCC*'. This team is headed by a '*Communications Controller*' - the latter being a suitably experienced and senior PR person who would (typically and as an exception to what is written just above) operate from the airline's Crisis Management Centre (CMC) with the deputy '*Communications Controller*' operating from the CCC. (Ideally CMC and CCC should *not* be co-located BUT should, nevertheless, be at locations which are close to each other)



The Crisis Communications Team & CCC may be regarded as a 'virtual' part of the airline's CMC - even though they might be located in separate facilities

The need to 'crisis communicate' with stakeholders other than the media (e.g. for internal staff, airline partners, shareholders etc.) must not be overlooked and is perhaps best accomplished as part of the CCC's overall responsibilities / media strategy

Crisis Controller - CC

A 'Crisis Controller' (CC) is a suitably senior, experienced and specifically chosen airline manager (typically of 'General Manager' / 'Head of' / 'Vice President' grade / rank - but can be one level lower) - **specifically trained and exercised** (on a regular, recurrent basis) to take on delegated command, control, co-ordination & communication type duties under the overall direction of a Crisis Director (CD) - when operating from the airline HQ's CMC at time of **major** emergency / crisis response. For airlines which operate 24 / 7 / 365, a 'duty / on-call' Crisis Controller (shared responsibility) should always be quickly available for crisis response duties

The number of CCs on a typical CMC 12 hour shift will vary from 2 or 3 up to around 5 to 7, depending on the CMC system and manning model used plus the availability of adequate manpower resources. It is recognised that airlines with low manpower resource availability may not be able to adopt the CC model exactly as described here - but there should always be some form of 'workaround' solution available in such circumstances

Crisis Director - CD

A 'Crisis Director' (CD) is a suitably senior, experienced and specifically chosen airline manager (typically of 'Director' / 'Executive or Senior Vice President' grade or rank - but can be one level lower) - **specifically trained and exercised** (on a regular, recurrent basis) to lead command, control, co-ordination & communication type operations - when operating from the airline HQ's CMC at time of **major** emergency / crisis response. For airlines which operate 24 / 7 / 365 a 'duty / on-call' Crisis Director (shared responsibility) should always be quickly available for crisis response duties

The number of CDs on a typical CMC 12 hour shift will vary from 1 to 2, depending on the CMC system and manning model used plus the availability of adequate manpower resources. It is recognised that airlines with low manpower resources may not be able to adopt the CD model described here - but there should always be some form of 'workaround' solution available in such circumstances

Crisis Management Centre - CMC

The CMC facility is at the heart of all Command, Control, Co-ordination and Communication (C4) operations in the airline HQ's response to a major aircraft related emergency or similar severity crisis. The CMC is headed by a 'Crisis Director' and operated by a 'Crisis Controller' team - assisted by a CMC 'log manager' and CMC 'administrator'. A 'Communications Controller' (PR / media response etc.) completes the typical CMC team



It is obviously necessary for 'someone' at the airline to temporarily 'manage' the entire emergency / crisis itself - until the CMC is in a position to take over (24 / 7 / 365 airline ops assumed here) e.g. typically taking around 30 - 60 minutes in a 'best case' scenario to considerably (much) longer in the 'worst case' (think of a major crisis occurring at 15 minutes before midnight on New Year's Eve!)

The only airline organisation capable of doing this is the Operations Control Centre (OCC) - and the OCC Duty Manager will assume the appropriate responsibility - assisted (manpower permitting) by additional OCC staff. Selected OCC staff will be **specifically trained and exercised** (on a regular, recurrent basis) accordingly

All other ABCX Airways airline (subordinate) emergency response centres (including 'ABCX Airways' airline stations [LACCs]) which might be activated world-wide during crisis - are subordinate to the CMC, i.e. the CMC is in **OVERALL** command of **ALL** airline / airline representative emergency response activities, functions, teams etc.

Crisis Response Planning Manual - CRPM

The CRPM is the 'master' document which regulates and guides all forms of crisis / emergency response related operations, training etc. carried out by ABCX Airways

The CRPM comprises **6** separate **Parts** - each part dealing with a specific type of crisis response - and containing the associated procedures, checklists, information etc. required

The 'Parts' of the CRPM are:

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

- CRPM Part 1 is otherwise known **exclusively** as the 'emergency response plan' (ERP)
- CRPM Parts 2 to 6 are **not** subjects included / covered in the document you are reading now or any other Volume which is a component of CRPM Part 1



CRPM ‘Parts’ can be further split down into **Volumes** - where required by the document owner, in order to make the use of the *particular* ‘Part’ more effective and efficient - *whilst also significantly reducing the amount of information required to be studied & retained by prospective users* e.g.

CRPM Part 1 (Catastrophic Aircraft Accident - ERP) is *further split* into ten separate *volumes*:

Volume 1	ERP - Policy & Executive Overview (of CRPM Part 1)
Volume 2	ERP - Command, Control, Co-ordination & Communication (C4)
Volume 3	ERP - Humanitarian (Family) Assistance Team
Volume 4	ERP - Emergency (Telephone) Call / Contact / Information Centre
Volume 5	ERP - GO team
Volume 6	ERP - (Airline) Station (Destination Airport etc.) 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 - Planning & Conduct

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 crisis response plan preparations, response etc. * **shall** / **should** (as appropriate):

- Acquire & retain an appropriate level of CRPM knowledge, commensurate with effectively & efficiently carrying out designated crisis *pre-preparation* and *actual* crisis response functions
- Use the procedures, checklists, information, guidelines, templates & other appropriate content of the CRPM to *guide pre-preparation* of **separate** (but still subordinate to the CRPM) crisis response plans i.e. **specific** departmental / business unit / station etc. plans dealing with different aspects of emergency / crisis response - such preparation to include appropriate training and testing (see ‘Crisis Support Unit’ definition in Glossary [starts page xx]; see also **separate** document in this series ‘CRPM Part 1 / Volume 6 - Station ERP’)
- Use the procedures, checklists, information and other appropriate content of the CRPM to *guide actual emergency / crisis response ‘on the day’*

* **Note** - The word ‘**shall**’ (as used above) implies a mandatory requirement e.g. applies to nominated ABCX Airways crisis response staff. The word ‘**should**’ (as used above) implies a requested or non-mandatory requirement e.g. latter applies to non-ABCX Airways crisis responders who nonetheless are part of the airline’s crisis response plan - such as any parent Group; independent Ground Handling Agents etc.

Crisis Support Unit - CSU

The term ‘Crisis Support Unit’ refers to nominated manpower elements of airline **HQ** based *departments and / or business units* - having identified, direct (or indirect) specialist / functional role(s) to play (typically directly related to what they ‘do’ during ‘**normal**’ airline operations) in response to an ABCX Airways catastrophic aircraft accident - or similar severity emergency / crisis



Examples of typical ABCX Airways CSUs include the OCC, Flight Operations, Cabin Crew, Airport Services (Ground Ops), Finance, Legal, Insurance, Flight Safety, Aircraft Engineering, HR, Corporate Communications / PR - etc. It will be noted that the vast majority of airline departments / business units are required to contribute manpower to the CSU concept

Depending on the CMC system / manning model in use, CSU reps can man *some* CMC positions at time of crisis*and / or* may also be required to work from their 'normal' workplace locations. 24H CSU operations should be anticipated using an appropriate 'shift / roster' system

Many (but not all) CSUs will *also* need to contribute CSU staff to any deployed airline 'GO Team'

Airlines with low manpower resources may not be able to adopt the full CSU model as described above - but there should always be 'workaround' solutions available in such circumstances

Note - a 'CSU nominated' department / business unit which has 'spare' manpower resources available to it after its CSU 'quota' has been filled - shall use such resources to maintain any *normal* operations still taking place (if any) - together with any *business continuity / recovery operations* required (as appropriate)

Emergency (Telephone) *Call / Contact / Information Centre - ECC*

All crisis-related telephone enquiries (typically from potential family, relatives & friends [FR] of potential / actual aircraft accident victims) should be handled by some type of airline provided / sourced *ECC*

The primary purpose of a an ECC is to capture crucial information from all sources (primarily by the making & taking of telephone calls) with the ultimate aim of matching accident victims with associated FR, in the shortest possible timescale. Once a match has been made, the ECC should (in general) notify associated FR accordingly, providing (amongst other things) relevant information and updates on the condition and location of the associated accident victims

Note 1 - *special procedures / conditions invariably apply to death notifications, meaning that such notification will not generally be made / confirmed by an airline ECC. However, there can be exceptions to this, depending on actual circumstances 'on the day'*

When an ECC is ready to activate, the airline's Corporate Communications / PR department (Crisis Communications Centre) should release the ECC telephone number(s) via all relevant forms of Media (TV, Radio, Web Sites, Social Media, Newspapers etc.)

Note 2 - *it is possible that other entities (additional to the accident airline) involved in an aircraft accident crisis response might also (concurrently) operate their own equivalents of the airline ECC e.g. the involved airport; an involved 'authority' (e.g. Police; National / Regional / Local Government) etc. Many airlines contract specialist (external / third party / commercial) providers to operate an ECC on their behalf*

This means that there might (relatively rarely) be more than one ECC in operation for the same crisis e.g. the airline ECC and the local Police ECC. This situation is far from ideal for a number of valid reasons (e.g. how to reliably, quickly and accurately share data between the operating ECCs) - & must, therefore, be managed very carefully by all involved (much easier said than done!!!)



Note 3 - The 'media' should be actively discouraged from calling an activated airline ECC operated primarily for use by FR. One way of doing this is for the airline's Crisis Communications Centre to operate a 'bespoke' offshoot of the ECC designed for media contact only

Dark Site

A dark site is a crisis communications (media response) strategy, commonly used by appropriate organisations etc. (including airlines) - whereby a purpose built and largely pre-prepared (but unpublished) 'crisis information' web site is 'stored' until such time as it is required to be promoted to the live web (generally replacing an airline website's 'normal business' home page), usually in the immediate aftermath of a major crisis affecting the organisation

Dark sites are typically developed for areas of known risk / vulnerability to an organisation e.g. for an airline the dark site will typically be pre-prepared for a catastrophic aircraft accident type scenario

Organisations typically use dark sites to assist their overall crisis response effort - particularly in the provision of up to date and accurate information to those directly (or even indirectly) affected by the crisis and, of course, to the media

Much (but not all) of the information published to a 'live' airline dark site (post major crisis) can only be prepared and added just before each release. However, information e.g. relating to technical details of an aircraft type involved in an accident can (and should) be pre-prepared - and thus be immediately available to insert onto the dark site i.e. via a FAQs; 'fast facts' section etc.

Disaster Victim Identification - DVI

Disaster Victim Identification (DVI) is the internationally accepted term describing processes & procedures for recovering and identifying deceased persons and human remains in relation to multiple fatality incidents. DVI is subject to international agreement via [INTERPOL](#) - modified as required by appropriate countries, governments and other relevant entities

DVI associated with air accidents is usually part of the overall air accident investigation process. In very general terms, the following forms the DVI process:

- Recovery
- Reconciliation
- Identification
- Release / Return (with repatriation as required) / Disposal

Disaster Mortuary Operational Response Team - DMORT

United States legislation provides for US government departments and similar to be responsible for victim identification and mortuary services following a major emergency (disaster). These responsibilities include:

- temporary morgue (mortuary) facilities
- victim identification



- forensic dental pathology
- forensic anthropology methods
- processing (of human remains)
- preparation
- disposition

To meet these responsibilities - DMORTs were developed. They comprise private citizens, each with a particular field of expertise, who are activated in the event of a major emergency. DMORTs work under the guidance of government & local authorities by providing technical assistance and personnel to identify and process deceased victims

Teams typically comprise funeral directors / undertakers, medical examiners, coroners, pathologists, forensic anthropologists, medical records technicians, finger print specialists, forensic dental specialists, x-ray technicians, mental health specialists, computer professionals, administrative support staff - together with security and investigative personnel

Note - the purpose of including the 'DMORT' definition here is to demonstrate how one country (the USA) has modified international DVI requirements for its own specific purposes

(Airline Station / Regular Destination Airport) **Emergency Bag / Box / Folder** ['Grab & GO' Bags]

For an aircraft accident at or near to an 'ABCX Airways' *on-line / regular destination* Station - the ABCX Airways Station Manager / local airline representative / equivalent person will need to *rapidly* deploy his / her staff locally (especially if the accident is 'on-airport') in support of the crisis. Such persons will need to (**must**) take certain documents, equipment and other items with them

In order to ensure that deploying persons have the correct documentation and other required items - and can readily and quickly find them at time of crisis, a system of pre-prepared and conveniently stored **emergency bags** is recommended. Whilst the term 'bag' is used here for convenience - an 'emergency bag' can be as simple (and inexpensive) as a large, strong paper envelope(s)

The requirements, contents etc. of emergency bags can be documented within Station emergency response plan checklists as per information shown on the next *three* pages. Of course, the bags must also be procured, stored and maintained

A minimum of around **13** different emergency bags is envisaged for the average airline station at a large, international type airport. Costs for procurement (bags + contents) should be negligible - hence not a major 'budget' problem



Station Emergency Bag / Box / Folder

Requirement	How Requirement Met
<p>Each ABCX Airways Station Manager / GHA (or other Airline Representative) shall make up a set of simple & inexpensive emergency bags / boxes / folders - stored at suitable, easily accessible and well known locations - from where airline / GHA / other staff, deploying during crisis situations, can quickly and easily collect them.</p> <p>Separate bags etc. must be pre-prepared for each of the following locations i.e. the job needs to be done NOW - TODAY - i.e. before any crisis occurs!</p> <ul style="list-style-type: none"> ▪ Local Accident Control Centre - LACC (usually located in the Station Manager's / GHA's main office). For typical LACC emergency bag contents, see list opposite: 	<p>LACC located at *****</p> <p>LACC Emergency Bag stored at *****</p> <p>LACC Bag typically contains (pre-prepared):</p> <ul style="list-style-type: none"> - Crisis Contacts Telephone Directory - Relevant Emergency Checklists - Passenger/Victim Records Cards (P/VRC) or local, equivalent forms - Family, Relatives & Friends Enquiry cards (FEC) or local equivalent forms - Local Maps (incl. airport crash map) - Appropriate stationery / paperwork - Appropriate passes / permits / armbands / hi-visibility tabard / rubber gloves etc. - Torch - Spare batteries, charging equipment etc. <p>+ * 5 copies final (flown) Passenger List / Manifest; + 5 copies crew list (GENERAL DECLARATION); + 5 copies Dangerous Goods documentation (if any)</p> <p>* These documents will need to be inserted into the emergency bag / box / folder on the day of the crisis itself (insert here who will ensure that this is done 'on the day' *****)</p> <p>CST Emergency Bags stored at *****</p> <p>CST Emergency Bags Contents = same as for LACC bag. Engineer's bag to additionally contain relevant aircraft 'crash charts / diagrams'</p>
<ul style="list-style-type: none"> ▪ Crash Site Team - CST - NB: 2 separate bags required (1 for AIRCRAFT ENG + 1 for AIRPORTS etc.). CST Aircraft Engineer should also consider taking a small toolkit & appropriate PPE 	



Station Emergency Bag / Box / Folder - continued

Requirement	How Requirement Met
<ul style="list-style-type: none"> Uninjured Crew Reception Centre - Airside / CRC (A) <p>PLUS (+)</p>	<p>CRC (A) located at *****</p> <p>CRC (A) Emergency Bag stored at *****</p> <p>Contents same as for LACC bag <i>except</i> for FECs & Dangerous Goods (i.e. latter 2 not required)</p>
<ul style="list-style-type: none"> Uninjured Passenger Reception Centre - Airside / SRC (A) 	<p>SRC (A) located at *****</p> <p>SRC (A) Emergency Bag stored at *****</p> <p>Contents same as for LACC bag <i>except</i> for FECs & Dangerous Goods</p>
<ul style="list-style-type: none"> Airport Information Desk(s) 	<p>Airport information Desk(s) located at *****</p> <p>Airport Information Desk Emergency Bag(s) stored at ***** Contents same as for LACC bag <i>except</i> for P/VRCs & Dangerous Goods</p>
<ul style="list-style-type: none"> Family, Relatives & Friends Reception Centre - FRRC <p>PLUS (+)</p>	<p>FRRC located at *****</p> <p>FRRC Emergency Bag stored at *****</p> <p>Contents same as for LACC bag <i>except</i> for P/VRCs & Dangerous Goods</p>
<ul style="list-style-type: none"> Family (Humanitarian) Assistance Centre - FAC / HAC 	<p>F/HAC located at ***** (usually in a land-side hotel different from CRC (L) and SRC (L) hotels)</p> <p>F/HAC Emergency Bag stored at *****</p> <p>Contents same as for LACC bag <i>except</i> for P/VRCs & Dangerous Goods</p>



Station Emergency Bag / Box / Folder - continued

Requirement	How Requirement Met
<ul style="list-style-type: none"> Hospitals Deployment Team(s) <p>PLUS (+)</p>	<p>Hospital Emergency Bag(s) stored at *****</p> <p>Contents same as for LACC bag but <i>not including</i> Dangerous Goods documentation</p>
<ul style="list-style-type: none"> Mortuary Deployment Team(s) 	<p>Mortuary Emergency Bag(s) stored at *****</p> <p>Contents same as for LACC bag but <i>not including</i> Dangerous Goods documentation</p>
<ul style="list-style-type: none"> Uninjured Crew Reception Centre - Landside / CRC (L) <p>PLUS (+)</p>	<p>CRC (L) located at ***** (usually in a land-side hotel - different from SRC (L) & F/HAC hotels)</p> <p>CRC (L) Emergency Bag stored at *****</p> <p>Contents same as for LACC bag <i>except</i> for FECs & Dangerous Goods</p>
<ul style="list-style-type: none"> Uninjured Passenger Reception Centre - Landside / SRC (L) 	<p>SRC (L) located at ***** (usually in a hotel different from CRC (L) and F/HAC hotels)</p> <p>SRC (L) Emergency Bag stored at *****</p> <p>Contents same as for LACC bag <i>except</i> for FECs & Dangerous Goods</p>



Emergency Operations Centre - EOC

The 'generic' term used in this guideline/ template series of documents to denote the facility from which the local / parent **AIRPORT** operator manages (C4) its own emergency response activities

Note - The term 'Emergency Operations Centre - EOC' is actually used at many airports. However, it is also frequently known by other equivalent titles e.g. Crisis Management Room, Crisis Response Centre, Incident Management Control, Emergency Response Centre, Local Accident Co-ordination (or Control) Centre etc.

Note carefully that an **airport's** EOC is not the same thing as any **airline's** 'Local Accident Control Centre (LACC)' situated at the same airport. The two are different, with different functions and typically in different on-airport locations (see also definition 'Local Accident Control Centre - LACC')

Emergency Response Team - ERT

A collective term used herein - to include **all** of the 'ABCX Airways' emergency response teams world-wide e.g. the **Crisis Management Centre** plus the **Crisis Support Units** plus the **Crisis Communications Team** plus the **Humanitarian Assistance Team** plus the **Emergency Call Centre** plus the **GO Team** plus directly and / or indirectly involved **Station(s) / Destination Airport(s)** etc.

The term is also meant to include (loosely or otherwise) all other parts of the airline (*including the airline's parent company / group, if any; the airline's subordinate agencies, if any etc.*) plus appropriate representatives of the airline such as **Station Ground Handling Agents / Supervisory Agents / Airline Representatives in general** - together with and any **contracted third parties** providing emergency / crisis response services to the airline

Family (Humanitarian) Assistance Centre - FAC (HAC)

Note - the more correct, appropriate and **preferred** term to use here is '**Humanitarian** Assistance Centre' (HAC). However, the equivalent term 'Family Assistance Centre' and similar is still in **very common use** world-wide. Both terms may be / are used in the guideline / guideline template series of documents (depending on the context - & generally with the same or broadly similar meaning as each other)

The FAC / HAC is the facility (typically) to which **locally living** (i.e. relatively local to the accident airport / location) 'Family, Relatives & Friends' (FR - [**including** 'meeter & greeter' type FR i.e. **MGFR**]) of accident victims might eventually proceed (if they wish to go there), once their 'processing' is completed at the initial 'Family, Relatives & Friends Reception Centre' (**FRRC**) facility

The FAC is typically located in a hotel(s) near to the accident airport / site. Its purpose is to provide FR with a more comfortable, longer term environment (than the airport or accident site **FRRC** itself) - where the accident airline & others might typically provide the humanitarian, welfare, information, financial & other support required / available, in the shorter term post-accident occurrence

Depending on several factors (not covered here) it is possible that the FAC be required to accommodate large numbers of FR (e.g. 1,000 - 2,000 persons and possibly more)



Activation, setup and management of a FAC are **usually** (but not exclusively - as is the case e.g. in UK and USA) responsibilities of the accident airline and / or its local representative(s)

Local Airline / GHA / airline representative staff and possibly 'volunteers' (from organisations such as the Red Cross / Crescent, local 'welfare' and similar authorities, voluntary humanitarian and welfare groups, faith groups together with hotel staff etc.) - should typically receive and handle FR located at the FAC, until others e.g. the airline's own '**Humanitarian (Family) Assistance Team**' (HAT) might become available, with time, to take over the task

The accident airline's HQ should deploy a significant number of HAT personnel (if available) to eventually manage & support the response at the FAC. However, note well that it might take considerable time (24 - 48 hours in extremis) for an airline HAT to arrive 'on site'

FR travelling to (or as near as practicable to) the accident location (post-accident) **from locations not local to that accident site** (e.g. internal long-distance / from overseas etc.) will most likely be accommodated at the FAC upon arrival, if so desired and as applicable

Note that no one is 'forced' to use FAC facilities e.g. locally living FR might prefer to go to / remain at their local residences etc. instead. If so, the accident airline might typically invite such FR to attend daily 'accident update' briefings at the FAC

Other FR **not** living locally and choosing **not** to take up the accident airline's offer of transportation / accommodation etc. to / at the FAC - might typically be invited to view FAC briefings via one or other form of 'video conferencing / equivalent'

Once (if) the accident airline (and / or others) makes appropriate matches / reconciliations between accident flight victims and their associated FR, the latter (possibly now located at the FAC) will be re-united with their associated victim(s) (who might typically be located at any / all of '**Survivor Reception Centres - Landside**', **Hospitals** and **Mortuaries**, as appropriate)

Note - the above paragraph assumes that immediate re-uniting [e.g. at the airport] had **not** been accomplished or had only been partly accomplished - for whatever reason

For accidents involving many deaths, longer term search & rescue ops (in general; for body parts) etc. - the FAC might be operational for a considerable time. Expenses etc. associated with same can easily run into millions of (US) Dollars! Such risk should thus be insured by airlines

A separate FAC(s) might **also / additionally** need to be set up, manned & operated near to the **departure airport(s)** of an accident flight - despite the accident not occurring at such location(s) - e.g. the departure airport is typically the first place that many FR (living locally / relatively local to a particular departure airport) will choose to go in order to seek information about such accident

Note - such FR would typically be invited to **firstly** go to an **FRRC** (set up at the departure airport[s]) for initial 'processing', receiving care & information etc. When the local FAC is ready to receive such FR, they transfer accordingly and the FRRC closed

All 'ABCX Airways' Station Managers / airline reps' are required to **pre-identify and pre-arrange for a suitable FAC facility** as part of their local 'ABCX Airways' emergency response plan preparation.



The details are then documented in the 'ABCX Airways Emergency Response Plan' for the particular Station / destination airport

Note 1 - specific operating procedures for the FAC / HAC are mandated in some countries e.g. the USA [where statutory requirements apply]. Similar applies to Humanitarian Assistance Centre operations in UK

Family, Relatives & Friends - FR

A collective, generic term loosely denoting herein the various categories of persons (**not** having been on board the accident flight) having some form of valid relationship or otherwise (personal) link (left deliberately vague here) with associated air accident **victims** (including any **ground** victims as applicable). The term typically includes (as related or otherwise 'known' to victims):

- Next of Kin (closest relative / equivalent person)
- Other family members, relatives / similar
- Friends
- Business colleagues / similar
- Meeters and Greeters (*of all categories*) waiting to meet victims at the emergency flight's destination airport **and / or** FR who have gathered at the **departure** airport(s) of the emergency flight - after it had departed (i.e. after it is 'off-blocks') and subsequently experienced a crisis
- Any other person(s) having a reasonably valid relationship with the victim(s)

Family, Relatives & Friends Enquiry Card - FEC - (See also attachment **1A** to this Glossary for an example)

This ABCX Airways form (or any locally used **equivalent** form) is used to record information about a **possible** aircraft accident victim, **such information typically being provided before positive details as to the identification of possible victim(s) is yet available** (i.e. typically where no crew list, passenger list, ground victim list etc. is / are available or yet available and / or [if available] are considered to be unreliable)

It is expected that **hard copy FECs** will be used at the **Family, Relatives and Friends Reception Centre** and / or at the **Family / Humanitarian Assistance Centre** (or equivalent locations) to capture **victim** related information **AS KNOWN TO and PROVIDED BY POTENTIALLY ASSOCIATED FAMILY, RELATIVES and FRIENDS (and / or equivalent person[s])**

Airline copies of such completed FECs should be forwarded to the airline's Emergency Call / Contact / Information Centre (or similar facility) via airline HQ CMC - where they will typically be used to update any associated victims' '**Passenger / Victim Record Cards**' (**P/VRC** - or any locally used **equivalent** form) i.e. once / if P/VRCs become available - which will typically only be possible after the airline knows (to a fairly high degree of certainty) the identity / names etc. of the accident victims

Similarly, FECs (or local equivalent forms) will be used at the airline's Emergency Call Centre (or equivalent facility) to take information from FR calling in by telephone (i.e. directly to the ECC) - again, in circumstances where the identification of accident and / or ground victims is not available (for whatever reason) and / or reliably known



As the crisis progresses and possible identification of victims becomes possible, FECs containing valid and relevant information will be used to update the corresponding, associated P/VRCs

Note 1 - Apart from FEC use as described above, it will typically **not** be necessary to use FECs, provided that reasonably accurate and complete crew, passenger and ground victim lists are available (i.e. where such lists **are** available, associated FR data should be recorded **directly on the P/VRC itself**)

Note 2 - In some countries / at some airports, local equivalents of the **FEC** and P/VRC forms are provided by the 'authorities' or the airports themselves. In such circumstances, it is generally **compulsory** for **only** these forms to be used. The United Kingdom is an example of such a country where this applies. It is obviously imperative that the accident airline gains access to copies of all & any such completed forms without delay

Note 3 - See also the definition of 'Passenger / Victim Record Card (P/VRC)

Family, Relatives & Friends Reception Centre - FRRC (Typically landside - at or very near airport)

Once MGFR have left the FRRC, the airline should typically offer them the services of the '**Family (Humanitarian) Assistance Centre**', as appropriate & applicable to actual circumstances 'on the day' For most arrival flights at an airline Station (an international airport is assumed here), there is usually a multitude (typically anywhere from 10 to 1,000 +) of FR (MGFR) waiting at the airport arrivals or equivalent area, to receive loved ones, friends, colleagues etc. from arriving flights

MGFR waiting for an inbound flight which has experienced a major accident - should be rapidly identified by Airline / GHA (airline rep) / Airport / Police / other etc. staff - segregated from others (**i.e. not waiting for the accident flight**) in the same area - and escorted to a separate, private, secure location within the landside part of the airport (or at a very nearby location) - known as the **FRRC**

The **airport and** airline (and / or GHA / airline representative) should **pre-agree** and include in their respective emergency response plans, **details of how the procedure in the paragraph immediately above is to be accomplished** i.e. this information is to be documented in the 'ABCX Airways' ERP for that particular Station and also in the local **Airport Emergency Plan (AEP)**

The FRRC should ideally have adequate facilities to hold up to * xxx persons. It should be adequately private and secure and also provide sufficient seating, toilets, air conditioning / heating, catering communications etc. (* the actual capacity required will be dependent on statistical, historical information re expected numbers of FR needing to be cared for at the particular airport concerned)

Airport / Airline / GHA / HAT / Police / other staff and 'volunteers' would typically set-up & man the FRRC, assisting MGFR in any way possible (humanitarian, welfare, information and other support), whilst attempting to capture important information (about associated accident victims whom the MGFR have reason to believe were on board the accident flight), using special airline forms (**Family, Relatives & Friends Enquiry Cards - FEC**) - or local version equivalents forms

In conjunction with local **Airport Operators** - all 'ABCX Airways' Station Managers / airline representatives (e.g. GHAs) are required to **pre-designate and make suitable, pre-planned arrangements for an FRRC** - as part of their own, local emergency response plan preparations. This information is to be documented in the 'ABCX Airways Emergency Response Plan' for the particular Station concerned - and also in the local **AEP**



Once MGFR have left the FRRRC, the airline should typically offer them the services of the 'Family (Humanitarian) Assistance Centre', as appropriate & applicable to actual circumstances 'on the day'

Many (but not all by any means) *airport operators* have already have made provision for an FRRRC (or equivalent facility) in their own AEPs. If this has not been done, the local ABCX Airways airline representative (Station Manager and / or GHA) should lobby (e.g. via the local Airline Operators Committee - AOC) for such a facility to be established without delay. That *airports* (in ICAO States [Countries]) have a definite and defined responsibility for so doing is covered in ICAO Doc 9973 - AN/486 - 'Manual on Assistance to Aircraft Accident Victims and their Families'

It is possible that a separate FRRRC(s) will **also / additionally** need to be set up at the **departure airport(s)** of an accident flight - despite the accident occurring after the flight has departed - e.g. the departure airport is typically the first location that many FR (living locally or relatively local to that departure airport) will choose to go, in order to seek information about such accident

Lastly, for 'off-airport' emergencies where use of *on-airport* facilities might **not** be available (for whatever reason), the general principles of setting up and operating an FRRRC should be followed and adapted insofar as is possible, actual circumstances 'on the day' so permitting

Note 1 - the FRRRC & the FAC are *different* facilities, at *different* locations & with *different* (but related) functions. **Note 2** - the FRRRC is also commonly referred to as the 'Meeters & Greeters / Family, Relatives & Friends Reception Centre' (MGRC); the 'Families & Friends Reception Centre (FFRC) or other, similar terms

Fatal Injury (ICAO)

Injury sustained in an aircraft accident, leading to death anytime within the following 30 days

(Airline [ABCX Airways]) - **Field Control Centre - FCC**

An airline / airline representative FCC should be set up for its own response, support, welfare ops etc. - typically as related to major aircraft accident occurring outside an airport boundary - but still relatively near to that airport i.e. the accident is not considered to be 'remote'. From the accident airline viewpoint and where possible, the FCC is initially manned by local airline and / or airline representative staff. Additionally (or otherwise), an element of the deploying airline's GO Team should augment or set up and man the FCC, after arrival in the local area

Forward GO Team (*Airline* Accident Investigation Team + Support Team)

The term *Forward* GO Team is typically used where it becomes necessary to deploy the accident *airline's* 'air accident investigation team' to *remote / relatively remote* accident sites. A Forward Go Team should be supported by specialist equipment (latter known as the 'Forward Go Kit')

Note 1 - Forward GO Kit + Rear GO Kit combined comprises the complete / entire airline GO Kit. **Note 2** - For an aircraft accident in *non-remote circumstances*, the concept of the ABCX Airways Forward and Rear GO Teams does **not** apply e.g. for an on-Station aircraft accident or one located in an off-airport 'civilised' location, **all** responding teams deploying from airline HQ will generically comprise simply the "GO Team" (**with no use of the terms 'Forward' or 'Rear'**), regardless of specific duties at the accident location



'Generic'

A term used in this series of guideline documents - denoting that what is being written about is *typically* (but not *specifically*) correct, accurate and / or common practice, as it relates to the '*average*' large to middle sized scheduled (international) airline and / or international airport passenger operation. When generic information is applied to 'real' situations - it will invariably be necessary to adapt the 'generic' - in order to make it specific to the actual terminology in use

Go Aircraft

The aircraft which will transport the airline's GO Team + GO Kit to the accident location (or as close as possible to this location - i.e. to '[GO Team] Airport Nearest')

In some cases, the GO aircraft might *not* be a directly provided airline aircraft e.g. it might need to be a chartered, leased or military aircraft - depending on whatever the airline can arrange at short notice and / or e.g. due to aircraft performance limitations, as generally associated with the destination airport and / or en route conditions

GO aircraft take off time from airline HQ / main base or hub (or similar) should be targeted to be within 3 to 4 hours or sooner (for most scheduled airlines) of emergency notification to the airline. Charter / holiday package type passenger airlines will generally take longer e.g. typically 6 to 9 hours or sooner

Note - depending on actual circumstances 'on the day', it may be appropriate to deploy a GO Team using surface transport or a mix of air and surface transport

GO Kit

The ABCX Airways GO Kit typically comprises pre-procured, pre-packed and pre-Customs cleared (at pre-designated departure airport[s]) equipment and material required for use by a deployed GO team

The equipment comprising the Forward GO Kit should be sufficient to fully or partially support (depending on airline's resources) the Forward GO Team at remote sites (e.g. in the jungle; in the arctic etc.). The Rear GO Kit - (mainly IT, telecommunications, stationery etc.) should support the remainder of the GO team (the 'Rear GO Team'), assuming they are operating from more "civilised" locations e.g. airport, city, town, village etc. - where suitable logistics, infrastructure & security are available (e.g. accommodation, food, potable water, electrical power, communications etc.)

Go Team

It is likely that, following a station (scheduled arrival or departure airport) or en-route catastrophic aircraft accident (where any of the aforementioned are *not* located *at* or *very* close to the accident airline's main headquarters / main hub airport), a 'GO Aircraft' carrying the accident airline's 'GO Team' and 'GO Kit' - would be despatched ASAP to the appropriate station (arrival / departure) airport (or otherwise [if latter not available / appropriate for any reason] to the most appropriate 'GO Team Airport Nearest')



The GO Team / Kit is typically made up of trained *manpower* reinforcements + the associated *equipment / resources* necessary to support same + supplement local accident response efforts

ABCX Airways teams (together forming the GO Team) on board the GO aircraft typically comprise the airline's Air Accident Investigation Team + Support Staff (*Forward GO Team*) + the Humanitarian Team and the Operations Support & Administration Team (*Rear GO Team*). The Humanitarian Team will largely consist of the airline's *Family (Humanitarian) Assistance Team* - whilst the Ops Support & Admin Group would be mainly sourced from airline HQ based *Crisis Support Units (CSU)*

An 'Inspector of Air Accidents' from the Civil Aviation Authority of the 'State of Registration / Operator' of the accident aircraft *might* also be on board the GO aircraft + selected representatives of the Media (at airline's invitation / discretion for latter)

Most *CSUs* will be required to contribute relatively small numbers of staff (e.g. from Aircraft Engineering, Flight & Cabin Crew Management, Safety, Security, Airport Operations, Finance, Insurance, Legal etc.) + equipment (e.g. aircraft recovery and salvage equipment) to a deployed GO Team. However, the vast majority of any airline GO Team will typically comprise members of the airline's Family (Humanitarian) Assistance Team (if appropriate) - which might number several hundred persons

The airline's on-duty *Crisis Director* should appoint a suitable and senior airline manager (e.g. a fellow, trained Crisis Director or [exceptionally] a trained *Crisis Controller*) to head the entire Go Team, the generic title of this manager typically being '*Leader GO Team*'

Note 1 - In appropriate circumstances, it might be necessary for the GO Team to deploy fully and / or partially using surface transport e.g. car, bus, rail, ship. **Note 2** - see attachment 6 to this glossary

Humanitarian Assistance Centre - (see '*Family Assistance Centre*')



Humanitarian Assistance Team - HAT (aka Family / Special Assistance Team; Care Team etc.)

Note - the more correct, appropriate and preferred term to use here is '**Humanitarian Assistance Team**' (HAT). However, the equivalent terms 'Family or Special Assistance Team', 'Care Team' etc. - are still in very common use world-wide. All may generally be used herein (depending on the context) - with broadly the same meaning

The HAT comprises specially trained & exercised airline and / or other (e.g. outsourced) personnel providing the initial and on-going (generally [but not always] face to face) humanitarian, welfare, emotional and other support to crisis victims and their associated FR - in the days and weeks (possibly months or even longer in extremis) post crisis. (As used herein the 'crisis' typically relates to a catastrophic aircraft accident / aviation disaster type situation). The HAT is manned in many airlines by appropriately trained and exercised **volunteers**

Amongst other duties, the HAT might be described as providing psychological 'first aid' to accident victims and **others** (e.g. FR of such victims) who have been adversely (psychologically) impacted as a result of a particular crisis (Note - airline staff, including HAT members themselves, can and do fall under the category of 'others')

In the initial phases of an **airline HQ / main operating base / airport hub** located aircraft accident - the HAT typically deploys ASAP to local (Uninjured) **Crew Reception Centres**, (Uninjured) **Passenger Reception Centres**, the RA (A) & RA (O), the FRRRC and the FAC (HAC) - augmenting and / or taking over from other initial (non-airline) responders, as applicable. The HAT might also deploy to hospitals, mortuaries, FR homes etc. (if permitted, safe, culturally acceptable so to do etc.)

A **HAT** must also be capable of deploying as part of any airline provided **GO Team** - with broadly similar roles and responsibilities to those already described further above

Some restrictions on HAT use **for an accident away from airline HQ / main operating base or hub location** might be e.g. long travelling times to get to the accident site from airline HQ location (e.g. 36 to 48 hours in extremis) and also, sometimes, local politico / legal / other requirements for the airline involved - e.g. as with accidents occurring in **Australia, Brazil, China** (incl. Hong Kong), **the European Union** (Italy, Netherlands & Spain only as at 2018), **South Korea, the UAE, the USA** etc.

In **anticipation** of long HAT deployment travelling times to a particular station, airport etc. - **ALL** local airline / airline rep staff (e.g. traffic, cargo, engineering, commercial and tour operator [charter airlines only] representatives etc.) at such stations / airports - should themselves receive **abbreviated** (initial and recurrent) HAT training - as provided by the airline or sub-contracted trainer. Periodic exercising in same should also be scheduled and carried out

Where HAT operations are 'mandated' e.g. as in **Australia, Brazil, China, European Union** (Italy, Netherlands & Spain only as at 2018), **South Korea, the UAE, the USA** (and perhaps a very, very small number of other countries), the airline should "buy in" (pre-arranged) commercial **third party / external** (local or 'nearby') Humanitarian Assistance services where possible - so as to be able to provide a relatively rapid humanitarian assistance team capability - until the airline's own HAT can arrive on site to augment and / or take over same

(Note - The above paragraph typically **only** applies if the accident airline is **not main based** or **headquartered in or very near to** any of the countries listed above - as appropriate)



A small but integral part of any airline HAT should be a **Peer Support** team - which endeavours to link HAT type support in a 'like on like' manner e.g. pilot to pilot; cabin crew to cabin crew; aircraft engineer to aircraft engineer etc. i.e. volunteers from such staff categories become trained HAT members, deploy with the HAT in the usual way and then offer their services to their 'peers' as described above. Of course, they can also be used for 'general' HAT duties if so required

Humanitarian Manager (Member of ABCX Airways GO Team)

A suitably experienced, senior and specifically trained airline manager, responsible to the airline's Crisis Director (via Leader GO Team) for overall co-ordination and control of all relevant aspects of GO Team emergency response as it relates to "people" type issues. Such manager might typically be provided by the airline's HR and / or Customer Services departments

Immediate Care Team (ICT)

An **airport** based & sourced team capable of rapid crisis response deployment (on airport [+ *exceptionally* off airport]) - in order to care for and support crisis victims and their family, relatives & friends (FR)

ICT manpower is typically provided by a variety of **trained on-duty** and **volunteer** Airport staff - e.g. airport operator, airlines (via local AOC), GHAs, franchisees (e.g. airport shops), tenants etc.

The ICT provides a **shorter term** response only until other dedicated / specialised teams can take over (e.g. the accident airline's humanitarian [family / special] assistance team) - at which time ICT staff typically revert to their normal airport duties. Due the multi-disciplines of contributing staff, regular ICT training & exercising is essential. The ICT typically deploys to the following locations:

- Arrivals area(s) of appropriate Terminal(s)
- The appropriate Passenger Information Desk(s)
- 'Uninjured Survivor (Passenger) Reception Centre (Airport Airside)'
- 'Uninjured Survivor (Crew) Reception Centre (Airport Airside)'
- 'Family, Relatives & Friends' Reception Centre' (Airport Landside)
- 'Immediate Reuniting Area(s)'

.....and, exceptionally, to the 'hospitals and / or mortuaries' used during the crisis

Incident (ICAO) - equates to 'ABCX Airways' **YELLOW** Alert State (Colour Code)

An occurrence (**other than** an aircraft accident or *serious* incident) associated with the operation of an aircraft (from boarding [with the intention of flight] - to deplaning), which affects, or could affect, the safety of the operation

Note - For the purposes of this guideline document **only**, the term 'incident' (as defined above) shall otherwise be known as a '**significant**' incident. Incident response procedures are documented in (*separate* document in the guidelines series) Crisis Response Planning Manual Part **2** (Aircraft **Incident** Response). CRPM Part 2 is **not** the subject of the guideline document which you are now reading



Inner Cordon (Danger / 'Hot' Zone)

Typically a circular, restricted access area (around 100-200 metre radius), centred on the accident site, and generally accessible by fire and rescue crews and other specifically authorised persons **only**

Integrated Emergency Response Operations

Pre-planned and 'on the day' emergency response operations conducted jointly by two or more airlines, the latter usually being subject to some form of appropriate, mutual operational and / or commercial agreement e.g. codeshare, alliance, mutual emergency support etc.

Joint Family Support Operations Centre - JFSOC

A facility - **usually located within or near to the HAC** (FAC), from where **all** parties **jointly** concerned with the humanitarian, welfare, information and other longer term support and management (post major aircraft accident) of Accident Victims and their FR, might operate jointly / together. Establishment & payment of / for a JFSOC operation is usually an airline responsibility but is expected to be manned by all interested parties (not just the airline) e.g. Police, Government (appropriate level / department), Medical / Health, Welfare & Social Services, Legal / Regulatory Authorities, Non-Government Organisations (Red Cross / Crescent etc.), Embassy / Consulate Representatives, Faith reps etc.

The senior person from the senior organisation (usually local authority / local government) present at the JSFOC will typically be 'invited' by the airline to lead this facility. However, some flexibility is required here if more appropriate (for whatever reason) candidates are available and willing. Specific procedures for FAC and JFSOC operation apply in some countries e.g. typically the USA

Leader GO Team - LGT

A suitably experienced, senior and specially trained & exercised airline manager - appointed by the accident airline's on-duty Crisis Director, to take overall charge of **all** component parts of any deployed airline GO Team operation. The LGT will typically be selected 'on the day' from those available in the qualified Crisis Director or (exceptionally) Crisis Controller personnel / staff pools

Local Accident Control Centre - LACC

For an airline accident at or close to one of its (airline) Stations, the **LACC** is the location from where the Controller - LACC (latter typically being the accident airline's Station Manager / GHA / other Airline Representative) co-ordinates all local (*tactical and operational*) **airline** emergency response activities and information to / from / between airline HQ, the local airport operator, other local authorities (e.g. the Police) etc.

The pre-preparation, actual set up and management / operations of the LACC are the responsibility of the **airline's** local Station Manager / Airline Representative (e.g. GHA / Supervisory Agent). LACCs should be suitably equipped and located (typically located at the airline's / airline representative's main airport [station] office itself)



For an airline HQ / main operating base / main hub airport located crisis, the LACC will typically be located at the airline's main traffic / ramp (airport services) operations centre (probably located inside the associated airport Terminal building) - and suitably senior and experienced airline HQ traffic / ramp / terminal etc. (and / or otherwise 'airline representative') personnel will be pre-appointed as potential 'Controllers-LACC'

Note that an *airline's* 'Local Accident Control Centre (LACC)' is not the same thing as the local *airport's* Emergency Operations Centre (EOC). The two are *different*, with *different* functions and will generally be in *different* locations at the airport (see also the definition of 'EOC')

Medical Disaster Centre

A pre-designated (off-airport) major medical C4 facility (usually located in a major hospital) - from where all medical / health aspects of a major disaster response (including catastrophic aircraft accident) are 'managed and co-ordinated' by an appropriate team of medical / health specialists

Mobile Command Post - MCP (also known e.g. as Forward / Incident Command Post)

A *tactical* Command & Control facility (typically operated from an appropriately modified vehicle) located at or close to an appropriate point on the outer cordon of the accident site. The MCP is typically manned by *airport operator staff* (including Fire & Rescue personnel). Responding agencies (including airline or airline representative) generally report to the MCP on arrival at outer cordon

Mortuary / Temporary Mortuary / Body Holding Area

A storage facility for deceased accident victims - which might be as simple as a field, an aircraft hangar, a refrigerated truck container, a frozen fish warehouse etc. (temporary mortuaries) OR purpose built mortuaries in hospitals, at undertakers / funeral directors etc. (permanent mortuaries). When planning for mass fatality incidents - a lack of suitable mortuary facilities and services should be anticipated (where appropriate) and appropriately accounted (pre-planned) for where possible

Next of Kin / Closest Relative / Equivalent Person

For the purposes of this series of guideline & guideline / template documents, the terms '*Next of Kin*' / '*Closest Relative*' / '*Equivalent Person*' / '*Emergency Contact*' etc. typically refers to the closest related person (*not being an accident victim*) as associated with a specific accident victim. Note that the word '*related*' in the last sentence can and does have many different interpretations

The whole subject is both complex and suffers (in the context of a catastrophic aircraft accident and similar scenarios) from a distinct lack of clear, explanatory guidance material - mainly because there isn't much of it about. However, the author of the guidelines & guidelines / templates documents series (as associated with this glossary) has made an attempt to clarify this situation. The explanation runs to more than 25 pages so is not suitable for direct inclusion here (but see info at top of next page for how this explanation might be accessed)



Interested readers will find the associated 'information article' at:

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

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

Info Article - Major Air Accident - '[Next of Kin](#)' / '[Closest Relative](#)' / '[Emergency Contact Person](#)'

Click on the article to read it

Operations Support and Administration Manager - (Member of ABCX Airways GO Team)

A suitably experienced (operational background), trained and exercised airline manager (appointed by the on-duty Crisis Director) - deploying with the GO Team - tasked with providing **expert** emergency response support and guidance to the Leader GO Team and to the GO Team as a whole

It is likely that such a manager would be found from the airline's own crisis / emergency response planning staff (if available) - otherwise, suitably trained (further / additional, specialist training required) and 'spare' Crisis Controller and / or senior, appropriate Crisis Support Unit staff might typically be used

Outer Cordon

The outer cordon is typically a circular, restricted access area, having a radius of approximately 200 to 400 metres, centred on the accident site and encircling the 'inner cordon'

Note - The 2 person airline Crash Site Team (CST) will typically report to the Person in Charge at the appropriate command centre facility ('Mobile Command Post') which will be set up (at an appropriate point on the **outer cordon**) by the appropriate, responding emergency service(s)

Passenger Manifest Verification Task - PMV (Passenger Manifest Reconciliation / Confirmation)

A passenger manifest is a **list** of all persons on board a flight (except for crew and possibly other operational airline staff typically listed on a separate document known as a '**General Declaration**' [**Crew List**])

For the greater majority of reputable passenger carrying airlines the passenger manifest (list) is generally quite accurate (near 100%) - but not absolutely so, mainly due to residual human error

The Passenger Manifest Verification (**PMV**) procedure involves a variety of 'corroborating' tasks designed to increase the accuracy of a passenger manifest to the greatest extent achievable. This procedure is typically conducted in association with a major aircraft accident

The actual 'corroborating' work is generally the responsibility of the Station Manager / GHA / Airline Representative (*possibly delegated to staff who actually 'checked-in' the passengers on the accident flight*) at the '**station(s) of last departure**' of the **accident flight** - acting under the oversight of the Airport Services / Ground Ops Department's 'Crisis Support Unit' **at airline HQ**



ABCX Airways - Passenger / Victim Record Card - P/VRC - (see attachment 1B for an example)

ABCX Airways P/VRCs (or locally used *equivalent* forms) are typically **only** created / used when:

- A reasonably *accurate* and *complete* passenger list / crew list (showing all potential victims on board an accident flight) **is available** and / or
- When the information required to originate a P/VRC is provided *directly* (by accident victims [including any ground victims] themselves [i.e. providing information about *themselves*]) - circumstances permitting and / or
- Where one *victim* provides information *indirectly* about *another victim* - in circumstances where the latter person is not present / is unable to provide such information himself / herself. This can only be done when the victim (including any ground victim) providing the information has some form of valid relationship / acquaintance etc. with the victim about whom the information is being provided e.g. typically one or other type of (reasonably close) travelling companion; fellow crew member; known ground victim etc.

Each accident victim will have **only ONE** 'master' P/VRC (see next page) where all relevant information (for such particular victim) will be recorded. (Note, however, that the single page P/VRC can typically increase to many pages when appropriate 'attachments' etc. are added - e.g. associated, completed FECs; P/VRC continuity sheets etc.)

P/VRCs might initially contain a name only + the associated flight details (flight number; flight route; scheduled flight date and associated departure / arrival times). Some airlines can auto-generate same in just a minute or two provided they have the appropriate software so to do

Exceptionally, P/VRCs *might* be able to be created in the following circumstances:

- a. Info provided *indirectly* e.g. from mortuary and / or hospital and / or accident site etc. where a victim's personal documentation (e.g. Passport; Photo ID card; Photo Driving Licence etc.) or other, similar corroborating material / information *might* be considered in deciding whether or not to create an associated P/VRC
- b. Info provided *directly* by appropriate callers (e.g. valid FR of accident victim concerned) to the accident airline's Emergency Call / Contact / Information Centre (ECC) - in circumstances where the caller has compelling reason to believe that the person being called about actually boarded the accident flight and did not get off before the flight actually took-off
- c. As per b. above - but now in circumstances where the info provided is given to airline / airline representative / equivalent staff - who are not part of the airline's ECC team
- d. Info available from *completed FECs* (e.g. as completed at the FRRC and / or FAC etc.) i.e. in circumstances where FEC derived info indicates that there is compelling reason to believe that the person (who the FEC is about) actually boarded the accident flight and did not get off before the flight actually took-off

IMPORTANT: The act of *creating* a P/VRC does not in itself confer any status (i.e. dead; injured; uninjured; missing; not known) on the associated victim. However, such victim status will inevitably be recorded sooner or later in the associated P/VRC



Airline / airline representative 'data entry' operators (usually as a constituent component of the accident airline's ECC) might also enter appropriate information on and / or attached to P/VRCs, typically updating them with details received from sources such as Passenger Name Records (PNR [from airline's reservations / ticketing {CRS / GDS} system]), airline loyalty scheme (frequent-flyer) records, Advanced Passenger Profiling / Information (APP / API / APIS) security type data etc.

CRCs / SRCs / Hospitals / Mortuaries and Similar

At the above typical crisis related action locations, where airline and other responders may be dealing with accident **victims** directly or indirectly, associated information needs to be obtained and recorded by different groups - typically the Police, Immigration, Airport Operator (and possibly others) - and, of course, by the accident airline (and / or airline rep) itself

For this purpose, airlines might want to develop a **special hard copy P/VRC** (termed herein the '**P/VRC [4 in 1 form]**'). This is simply a modified P/VRC with 3 carbon sheets underneath - each fitted between 3 'extra' hard copies of the top sheet P/VRC. Hence a person takes down P/VRC details of a victim, and then distributes the top original + 3 copies to the various organisations which need the information most - including the accident airline itself (the latter should try to retain the original, top sheet version for its own use). Accordingly, the airline '**P/VRC (4 in 1 form)**' should be used at every airline Station, where permitted so to do by the local Authorities

*The '**Master**' P/VRC*

During the inevitable confusion associated with early crisis response ops re a catastrophic aircraft accident type scenario, it is inevitable that (at any particular time) several different P/VRCs will concurrently exist for the same victim e.g. the ECC version; CRC (L) and SRC (L) versions; the version being worked on by data entry operators; hospital versions; versions updated with FEC info etc.

Accordingly, 'someone' needs to maintain a '**master**' P/VRC for each, individual victim - said master accurately reflecting (in a timely manner) a **consolidated version** of all information provided on the various other P/VRCs in (concurrent) use for that same victim, at any particular point in time

Consequently, it is likely that any particular **master** P/VRC will change frequently (as it is updated from the 'other' P/VRCs) during the early phases of a crisis response

The obvious choices of which airline facility (emergency centre) should maintain the **master** P/VRCs come down to either of the airline ECC or the airline CMC. As the ECC will probably start to run down its operation around 3 days or so into the crisis - the CMC is the obvious choice

'Automating' much of the above by use of suitable software is today possible and highly desirable

Note 1 - In some countries / at some airports, the local equivalents of FEC and P/VRC forms are provided by the appropriate 'authorities' and / or airports. In such circumstances, it is generally compulsory for only these forms to be used. It is obviously imperative that the accident airline gains access to copies of all such completed forms without delay. The United Kingdom is an example of a state (country) where the compulsory use of the appropriate *local* forms (as supplied and managed by UK Police) applies. (See Attachments 4 and 5 to this document). **Note 2** - See also definition - 'Family, Relatives & Friends Enquiry Card (FEC)



ABCX Airways - Phone Home / Call 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

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 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 this promptly, thousands of unnecessary calls coming into our Emergency Call Centre will be prevented, thus releasing precious call centre operator time to deal with those most in need

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

IMPORTANT NOTE

If you are 'ABCX Airways' staff (or from a closely related organisation e.g. ABCX Group) and **you are involved** (i.e. you were either a crew member or staff passenger on the incident flight [including for duty travel and / or vacation purposes etc.]) - then (if able to do so) you should also 'phone home' of course as per above. You should additionally try to make contact with airline HQ (by whatever means possible) without delay



Reconciliation / Reuniting Area (At / On-Airport) - RA / A

An identified and generally pre-planned facility (typically located at the accident airport) set aside by the Airport Operator / Police etc. - for the reuniting of FR / MGFR with their associated, uninjured victims from the accident flight. An RA (A) is typically only used in the shorter term post-accident. Provision and operation of an RA (A) is usually an 'authority' (e.g. Police) and / or **airport** operator responsibility - assisted e.g. by airline / GHA; immediate care team etc.

Reconciliation / Reuniting Area (Off-airport) - RA / O

A generic term covering locations at which FR / MGFR might be reunited with their relevant, associated victims from the accident flight, **if latter has not already been accomplished at the RA (A)**

The RA (O) might typically be located in the **SRC (L) hotel** (for reuniting with uninjured victims); and / or in a **hospital** (for reuniting with injured victims) and / or in a **mortuary** (for 'reuniting' with the deceased). Provision of an RA (O) is usually the accident airline's / airline rep's responsibility

Rear GO Team (Humanitarian + Operations & Administration Support Teams)

The element of the GO Team planned to operate from the nearest suitable "civilised" location to the accident site. This could range from a Station / Airport to a City to a Town, and possibly even a large or small village. Wherever the location, it should ideally be able to support (insofar as possible) the team's administrative, logistical, accommodation, health & safety, security and other requirements

The vast majority of any GO Team will typically comprise the Humanitarian (Family) Assistance Team. For some airlines having sophisticated emergency response systems in place - the GO Team could easily be as large as the seating capacity of the largest 'GO' aircraft available to fly them - typically several hundred persons or possibly many more

Note - For an aircraft accident in non-remote circumstances, the concept of the Forward and Rear GO Teams will not apply e.g. for an on-Station aircraft accident or one located in an off-airport 'civilised' location, all GO Team staff will simply be known as just the "GO Team" (with no use of the terms 'Forward' or 'Rear'), regardless of specific duties at and / or near to the actual accident location

Serious Incident (ICAO) - equates to 'ABCX Airways' **ORANGE** Colour Code Alert State

An aircraft incident occurring in circumstances where there was a high probability of an accident

Note 1 - The difference between an accident and a serious incident lies only in the result

Note 2 - Incident response procedures are documented in (separate document in this guidelines series) Crisis Response Planning Manual Part 2 (Aircraft **Incident** Response)



Serious Injury (ICAO)

An injury, sustained by a person in an accident, which:

- Requires hospitalisation for more than 48 hours, commencing within seven days from the date on which the injury was received
- Results in a bone fracture (except simple fractures of nose, fingers, toes etc.)
- Involves lacerations causing severe bleeding, nerve, muscle or tendon damage
- Involves internal organ injury
- Involves 2nd / 3rd degree burns, or burns affecting more than 5% of the body surface
- Involves verified exposure to infectious substances or injurious radiation

SITREP (Situation Report)

A regular (crisis related) report(s) from higher to lower authority and vice versa. The purpose of the **SITREP** is to pass relevant and current crisis information quickly and, where necessary, to a wide list of information receivers, in a generally standardised format

Social Media

Social Networking (Media) includes e.g. 'Twitter'; 'Facebook' and 'YOUTUBE'. There are many more

Within Crisis Communications the use of Social Networking / Media has today supplemented and (in some circumstances) even replaced the use of the 'dark site' as one of the primary tools for dealing with 'media response' at time of crisis. It (social media) can also be used as a supplementary tool to respond to public type enquiries 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 to be a powerful and essential tool, its misuse (and / or an inability to manage in the best way possible for the airline) can have adverse impacts on the various aspects of the crisis response with which it is associated



(Airline / GHA) Station.....Definition 1

An airline **station** (sometimes also known as ‘outstation’, ‘out-port’ etc.) is a general term for any airport on an airline’s published network of (usually regular [scheduled]) destination airports

Airlines are typically required to produce their own (airline) ERPs for each station operated to - with each such ERP being typically based on the appropriate **airport’s AEP** associated with that station. Furthermore, where a contracted GHA serves a client airline at a particular station (airport) - then the term ‘station’ can be generally used and interpreted in the same way by the GHA - as it is by the airline, and such usage has been assumed in this guideline document

For example - a ‘station ERP’ can be produced by an airline; by a GHA on behalf of a client airline or by a mix of the two. For example - a ‘station **Local Accident Control Centre**’ can be set up and operated by an airline; by a contracted GHA on behalf of that airline or via a mix of both. For example - a ‘station Crash Site Team’ can be provided & deployed by an airline; by a contracted GHA on behalf of that airline or via a mix of both

For a number of valid reasons, *emergency response planning for an airline station* (of all the component parts making up an airline’s entire emergency response plan) *might be considered the most difficult to accomplish to the required standard*. This is also generally applicable to GHAs producing, maintaining and invoking ERPs on behalf of client airlines at any particular station / airport

(Airline / GHA) Station.....Definition 2

A general term for any airport on an airline’s /aircraft operator’s regular route network

Additional Explanatory Material - for airline and GHA ERP purposes the above definition requires expanding i.e. it now also includes **any** airport (landing airport) at which the aircraft intends (or is forced) to land / attempt to land - whether it be on the carrier / operator’s regular route network (if it has one) or not; planned for or not etc. Some examples:

- Diversions to alternate or ‘emergency use’ airports
- Air Carriers / Operators **not** having a regular route network (charter flights; business / corporate aviation; industry aviation [e.g. mining; oil] etc.)

Furthermore, it (‘station / landing airport’) now also includes the geographical area in the **vicinity** of an associated airport - the meaning of ‘vicinity’ as used here remaining purposely vague

When this geographical area becomes too large for the station / GHA / landing airport to possibly and / or practicably provide emergency response assistance **beyond** the boundaries of same, then provision of such assistance (very generally speaking and from the air carrier / aircraft operator viewpoint) becomes the prime responsibility of the air carrier / operator’s **GO Team**, typically deploying from airline HQ location. Note, however, that in such circumstances an associated ‘station / landing airport’ might still be able to provide some form of support for such GO Team ‘from a distance’ e.g. facilitation services, translation services, briefing on local customs and culture etc.



(Uninjured Passenger) Survivor Reception Centre (Airside)	-	SRC (A)
(Uninjured Passenger) Survivor Reception Centre (Landside)	-	SRC (L)

All uninjured / non-hospitalised **passenger** survivors of an (on / near airport) aircraft accident will generally be transported from the **triage** / uninjured holding areas (at that accident site) - to a further holding facility (**the SRC (A)**) - located at a suitable and predesignated **airport** (airside) facility

The latter **must** be airside at this early stage of the crisis - as local law enforcement / security agencies will invariably assume that a crime has been committed, until they are sure that this is not the case (as appropriate)

Consequently, **all** uninjured survivors are regarded as potential criminals and / or potential crime witnesses and must, therefore, be 'contained'. Hence the reason why the uninjured survivors cannot generally be permitted to leave airport airside (go airport landside and / or off-airport) immediately

Note - the same applies to the uninjured accident flight's crew, except that they should be ideally 'contained' in a physically, separate location from the uninjured survivors i.e. in the **CRC (A)** - if possible

Essentially, the **SRC (A)** location should have adequate facilities to hold up to **xxx** uninjured survivors, with adequate security, catering, toilets, telephones, airline amenity kits, blankets, emergency clothing and footwear, heating / cooling etc. - ideally supplied. **Note** - the capacity of the **SRC (A)** should be based on the largest / highest maximum seating configuration of any aircraft serving the airport concerned e.g. for an Airbus A380 a capacity of approximately 6-700 persons is required

Airport / Airline or Airline Rep / GHA / HAT / ICT / Police / Immigration / other staff and volunteers etc. - provide humanitarian, welfare and other support to the uninjured passenger survivors at the **SRC (A)**, whilst capturing important information onto airline produced hard copy forms (4 in 1 P/VRCs) or local equivalents - which would then be distributed to the relevant authorities (Immigration, Police, Airport Operator etc.). Completed P/VRCs are also forwarded to the airline HQ's Crisis Management Centre - usually via the airline's local 'Station LACC'

Once (if) the authorities have established there has been no 'crime' associated with the accident, all uninjured passenger survivors should be released from the **SRC (A)** - into "airline care" and on to airport landside and then off-airport access

The airline (and / or airline representative) should then offer uninjured passenger survivors transportation from the **SRC (A)** to the (Uninjured Passenger) **Survivor Reception Centre (Landside) - SRC (L)** which is usually a **hotel** typically (but not always) located reasonably close to the airport - and with which the airline would have made prior arrangements

At the **SRC (L)** - local staff, volunteers etc. (+ the airline's Humanitarian Assistance Team when it eventually arrives on site) will continue to provide humanitarian, welfare, financial, security & other support to uninjured passenger survivors. It is here also, that FR will usually be reunited with their associated uninjured survivors (if possible), if this had **not** already been done at the airport RA (A)



Uninjured passenger survivors not wishing to go to the **SRC (L)** will be provided with suitable transportation and escort to local residence / other accommodation - or arrangements will be made by the airline for them to continue their journey, return to original departure point or to travel to other destinations etc. as required

'ABCX Airways' Station Managers / GHAs / airline representatives are required to **pre-identify and pre-arrange** for an **SRC (A)** and an **SRC (L)** as part of their local emergency response plan preparations. This information is to be documented in the 'ABCX Airways Emergency Response Plan' for the particular Station concerned

Many (but not all by any means) **Airport** Operators will already have made provision for an **SRC (A)** within their own airport emergency plans. If this has not been done, the local station manager / GHA / airline representative should lobby (typically via the local AOC) for such a facility to be established

Lastly, for 'off-airport' emergencies where use of on-airport facilities is **not** available, the general principles of setting up and operating equivalents of the **SRC (A)** & **SRC (L)** should be followed and adapted insofar as possible, circumstances 'on the day' so permitting

Triage

For an explanation of the triage process please follow the below link:

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

When you get there, scroll down the list of information articles shown until you find:

* **Information Article - Triage**

Click on the word 'Triage' to open and read the article

Victim (can also be known as '*Person Directly Affected - PDA*' and other, appropriate terms. ['PDA' has been trademarked™ by Kenyon International Emergency Services])

For aircraft accident purposes, 'victim' is a term used herein, referring collectively to **all** on board the aircraft (**air victims**) - together with any **other** persons **directly** involved as a result of the accident i.e. the latter referring specifically herein to '**ground victims**' - being those killed, injured and / or traumatised as a direct result of the accident aircraft hitting the ground or similar / equivalent event

(Note that the term 'victim' does not refer to the dead alone nor is it a term which should be associated with others who might be termed herein as **indirectly** involved (no matter how closely) by the emergency e.g. family, relatives & friends (FR) of victims - where such FR had **not** been travelling on board the accident flight - and who cannot be classified as ground victims)



Volunteers

A term used herein to describe specially trained airline and / or airport and similar staff who might e.g. man an airline / airport 'Emergency Call / Contact / Information Centre' (ECC) or form an airline 'Humanitarian Assistance Team' or form an airport's 'Immediate Care Team' etc. - in the event of an associated major crisis (typically aircraft related)

END OF GLOSSARY



Att. 1A - **FAMILY, RELATIVES & FRIENDS ENQUIRY CARD** **FEC**

Flight No		Date of Flight		Flight Route	
Details of "the person " (i.e. the person reporting / providing information here about a possible Victim)					
Full Name				Relationship to Victim	
Telephone Contacts (Country code + area code + No)					
Home Address / Equivalent					
What is ' person's ' preferred Language		Has ' person ' already had contact with the victim (e.g. by mobile phone, text, face to face etc.)			
Details of the possible ' Victim ' as provided by the ' person reporting '					
Last / Family Name			First / Other Names		
Known by any Other Names (Aliases)					
Male/Female/Child/ Infant		Nationality		Religion	
Existing Medical problems (if any)					
Other information (e.g. skin / hair/ eye colour, marks / scars / tattoos) etc.					
Total Journey Details of Victim (all sectors) as known to ' person reporting '					
Other persons believed to be travelling with this Victim (as known to ' person reporting ')	Last / Family Name	First / Other Name(s)		Relationship to this Victim	
Closest relative of this Victim if known to ' person reporting '	Full Name	Full Contact Details & Address		Relationship	
Remarks / Notes: (Continue on separate sheet if necessary and securely attach to this top sheet)					

Form completed by - Name / Contact:

Date/Time:

Note: If more space needed to enter information, use *separate sheet(s) of paper & attach securely to FEC*



Att. 1B - (4 in 1) PASSENGER & CREW (**VICTIM**) RECORD CARD **VRC**

Flight No		Flight Date		Flight Route	
Details of the ' Victim ' i.e. the person who this VRC is about					
Last / Family Name		First / Other Names			
Known by any Other Names?					
Type of Victim : (Flight Crew, Cabin Crew, Passenger, Positioning Crew / Staff, Ground Victim etc.)					
Male/Female/Child/Infant		Nationality		Religion	
Existing Medical Problems (if any)				Date of Birth	
Total Journey Details (all sectors)					
Home Address		Alternate Address			
Telephone Contacts - Country & area code + No			Preferred Language		
Victim Status - <input type="checkbox"/> Missing <input type="checkbox"/> Un-injured <input type="checkbox"/> Hospitalised (non-life threatening) <input type="checkbox"/> Hospitalised (life threatening) <input type="checkbox"/> Dead <input type="checkbox"/> Unknown					
Victim's Current Location					
Victim's Intentions: <input type="checkbox"/> Travel to local address <input type="checkbox"/> Continue Journey <input type="checkbox"/> Proceed to SRC (L) <input type="checkbox"/> Other (Provide Details)					
Passport #		Issue Date		Expiry Date	Issue place
Other persons believed to be travelling with this Victim	Last Name	First Name(s)		Relationship to this Victim	
Known closest relative/Next of Kin of this Victim	Full Name		Full Contact Details & Address		Relationship
Meeter/Greeter info (i.e. person(s) meeting this Victim)	Full Name		Full Contact Details & Address		Relationship
Remarks / Notes: (Continue on separate sheet if necessary and securely attach to this top sheet)					

Form completed by - Name / Contact

Date/Time:

Note: If more space needed for information, use separate sheet(s) of paper & securely attach to VRC



Att. 1C - Notes on use of **FEC** & **P/VRC** (Forms)

A specific information article (*separate* document) has been produced re how the **FEC** and * **P/VRC** forms might be best used. This information article can be found at:

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

When you get to the above web page, scroll down until you find the information article entitled:

* **‘Victim Record Card & Family, Relatives & Friends Enquiry Card’**

Click on this information article to open and read it

* Note the above information article uses the term **‘Victim Record Card’**. Apart from the title, the **Victim** Record Card **is identical** to the **Passenger** Record Card in all ways

IMPORTANT NOTE

For amplification / explanatory purposes, note that e.g. the UK Authorities (i.e. the UK Police) will **not** permit use of the airline FEC and P/VRC at **UK airports**. Instead, the UK Police will use their own **‘Survivor / Evacuee Form’** (equivalent of the airline P/VRC) and **‘MISPER’** form (equivalent of the FEC)

A similar principle applies in a **relatively small** number of **other** countries and airports etc. - where the appropriate authorities etc. provide their own equivalent forms - and will not permit use of airline produced / specific forms

It is anticipated, however, that use of the airline produced FEC and P/VRC **will** be permitted at many (probably the vast majority of) airports / locations around the world - where no local equivalent forms exist whatsoever (which was the reality as at 2019)

See also attachments **4** & **5** of this document for examples of these UK Police Forms



Attachment 2

Examples of Pre-prepared Information Cards for Use in **SRC (A)**, **SRC (L)**, **FRRC** and **HAC** (FAC)

Airline Stations are strongly advised to *pre-prepare* 'Information Cards' for use by crisis victims in SRC (A) and SRC (L) and by FR / MGFR in FRRC and / or FAC and / or equivalent facilities

The cards must be produced in **English** - but may also be produced in as many additional languages as might be considered suitable/effective. However, and in order to avoid potential confusion, it is suggested that a maximum of only one other language is used in such circumstances

The use of such cards will provide immediate information to all victims / FR etc. on what will be happening to them in the immediate and very near futures - thus freeing attending staff of this task so that they can address higher priority matters

Stations are free to alter the wording of the '*generic*' sample cards which follow, to suit local circumstances

Information cards should be printed in sufficient numbers based on the absolute maximum estimated to be required when set against a '* worst case' scenario. Cards should be strategically stored at a location which will permit rapid distribution during crisis e.g. in the *appropriate* emergency bags / boxes / folders

* For example, where the airport concerned operates max seating capacity A380 aircraft and also where it is common for very large numbers of MGFR to be present in / near to the arrivals terminal to meet arriving passengers

Note - there will be no requirement for the airline or airline representative to produce such information cards - where the local **airport** emergency plan or equivalent has already provided for similar documentation to be available - provided that the quality, content and context of same is 'fit for purpose'



Uninjured Survivor (Passenger) Reception Centre - Airside - at Airport - SRC (A)

IMPORTANT - DO NOT TAKE PHOTOGRAPHS / MAKE ELECTRONIC IMAGES (HOWEVER DONE) WHILST YOU ARE IN THIS CENTRE

This Centre has been set up to support you. The Centre comprises (describe here the Centre's layout and available facilities / resources etc. - as appropriate)

Airline & other personnel (describe here who else comprises "other" personnel e.g. GHA, Airport Operator, Police, Volunteers, etc.) will staff this Centre. They will be responsible for your welfare and for making other arrangements to look after you whilst you are here

All staff in this Centre come under the authority of the (insert here details e.g. Police, Airport Operator, Security Services etc.) who have certain legal and other obligations to carry out. This might lead to some delay in you being able to leave this Centre

Your patience, tolerance and understanding are most respectfully requested, as there is no alternative to the above process. However, be assured that all concerned are aware of the urgency of moving you to more comfortable surroundings as soon as possible

Arrangements will be made to try to notify your family, relatives and friends (including any who had been travelling with you but are not with you here) of your circumstances

Someone will assist you to complete a form known as a (insert details here e.g. 'ABCX Airways Passenger Record Card' or other 'local' equivalent form - as applicable). You might also need to complete additional forms. Again, please be as patient and tolerant as possible as all (you and the Staff) will be subject to very stressful circumstances

If possible, we request that you also try to contact your family, relatives and / or friends as soon as you can to advise them of your circumstances, for example by using mobile or public phones, SMS text, email etc. **If you have already done this**, please advise Centre staff ASAP. If not, tell staff when (if) you **have** done this (as appropriate)

If necessary, airline and other staff will try to arrange for you to be re-united with any family, relatives and friends as soon as is practicably possible - including any that you might have been travelling with but who are not with you here

If you wish to speak with a religious / faith representative, please advise Centre staff

On eventually leaving this Centre, airline staff / others will try to assist you further e.g. you might be offered the opportunities to either proceed to your home address (either in country or elsewhere); or to carry on with your original journey (as applicable); or be transported to a special, **local** facility, provided by the airline, where further support / information and other associated services can be provided to you

Before leaving this Centre, we request that you provide staff with details of where you intend to proceed to, together with relevant & **reliable** contact information (address, telephone numbers, email etc.) if appropriate

Your interests are paramount to us at this time. Please do not hesitate to ask for clarification of any of the above



Family, Relatives & Friends Reception Centre - Landside - at airport FRRC or equivalent facility

IMPORTANT - DO NOT TAKE PHOTOGRAPHS / MAKE ELECTRONIC IMAGES (HOWEVER DONE) WHILST YOU ARE IN THIS CENTRE

This Centre has been set up to support you. The Centre comprises (describe here the Centre's layout and available facilities / resources etc. - as appropriate)

Airline & other personnel (describe here who else comprises "other" personnel e.g. GHA, Airport Operator, Police, Volunteers, etc.) will staff this Centre. They will be responsible for your welfare and for making other arrangements to look after you whilst you are here

All in this Centre come under the responsibility of the (insert here details e.g. Police, Airport Operator, Security Services etc.) who have certain obligations to perform. They are responsible for ensuring that only those with a genuine relationship to those who might have been on board the incident flight are in this Centre. If **you** should not be here, please leave the Centre now. If you are aware of others that should **not** be in this Centre, please advise Centre staff immediately

You will be assisted to complete a form known as a (insert details here e.g. 'ABCX Airways Family, Relatives & Friends Enquiry Card' or other equivalent local form, as applicable). The completed form will enable Centre staff to pass on your information to others who will use it e.g. to assist in positively identifying all those on board the incident flight

Such information might also assist in the eventual re-uniting process (if possible) between you and the person(s) you are enquiring about (as applicable). This might take some time, so your understanding, patience and tolerance is please requested, despite the very stressful circumstances

If possible, we request that you try as soon as you can to contact your family, relatives and / or friends from the incident flight - for example by using mobile or public phones, SMS text, email etc. **If you have already done this**, please advise Centre staff ASAP. If not, tell staff when (if) **you have done this** (as appropriate)

If you wish to speak with a religious or faith representative, please advise Centre staff

Once you leave this Centre, airline staff and others will try to assist you further if you so require. You might e.g. choose to either proceed to your home address if it is relatively nearby - or proceed to a special facility (provided by the airline and known as a 'Humanitarian Assistance Centre') where further support, information and other assistance can be provided to you

You may leave this Centre at any time

Before leaving this Centre, we request that you provide staff with details of where you intend to proceed to, together with relevant & **reliable** contact information (address, telephone numbers, email etc.) if appropriate

Your interests are paramount to us at this time. Please do not hesitate to ask for clarification of any of the above



Uninjured Survivor (Passenger) Reception Centre - Landside - near Airport location / SRC (L)

IMPORTANT - DO NOT TAKE PHOTOGRAPHS / MAKE ELECTRONIC IMAGES (HOWEVER DONE) WHILST YOU ARE IN THIS CENTRE

ABCX Airways has set up this Centre to support you

The Centre comprises (describe here the layout of the Centre, including location of toilets, public phones, provision of catering facilities etc. as appropriate. If the Centre is a hotel (as it typically should be), describe hotel facilities here and what arrangements have been made by the airline, with the hotel, for the support of uninjured survivors e.g. accommodation, food and beverage, telephone use and internet access, transportation, childcare, housekeeping, leisure facilities etc.)

Airline staff and others (describe who else comprises “others” e.g. GHA, Police, Volunteers, Hotel Staff, Humanitarian Assistance Team etc.) will assist you at this Centre e.g. they will be responsible for your welfare, the provision of appropriate information and for making other suitable arrangements to look after you whilst you are here

If you did not complete an ‘ABCX Airways Passenger Record Card’ (or an equivalent form) before leaving the airport, please advise Centre staff of this now and they will arrange for someone to complete the form with you as soon as possible. Correct and full completion of this form will assist us in speedily notifying your family, relatives and friends (including any you had been travelling with [if possible] but who are not with you now) of your circumstances

Please also try to contact your family, relatives and friends yourself as soon as you can to advise them of your circumstances - for example by using mobile or hotel / public phones, SMS text, email etc. **If you have already done this**, please advise Centre staff ASAP. If not, tell staff when (if) you **have done this** (as appropriate)

If necessary and feasible / possible, airline and other staff will try to arrange for you to be re-united with family, relatives and / or friends (including any that you had been travelling with but who are not with you now) as soon as is practicable

If you wish to speak with a religious or faith representative, please advise Centre staff

Once you leave this Centre, airline staff will try, to the best of their ability, to assist you further, if possible and practicable, and depending on circumstances and your wishes. For example, you might be offered the opportunities to be conveyed to your home address if it is in country; or carry on with your journey if applicable; or return to your journey start point etc.

Before leaving this Centre, we request that you provide staff with details of where you intend to proceed to, together with relevant & **reliable** contact information (address, telephone numbers, email etc.) if appropriate

Your interests are paramount to us at this time. Please do not hesitate to ask for clarification of any of the above



Humanitarian (Family) Assistance Centre - Landside - near airport location / HAC

IMPORTANT - DO NOT TAKE PHOTOGRAPHS / MAKE ELECTRONIC IMAGES (HOWEVER DONE) WHILST YOU ARE IN THIS CENTRE

ABCX Airways has set up this Centre to support you. The Centre comprises (describe here the layout of the Centre, including location of toilets, public phones, provision of catering facilities etc. as appropriate. If the Centre is a hotel (as it typically should be), describe hotel facilities here and what arrangements have been made by the airline, with the hotel, for the support of FR e.g. accommodation, food and beverage, telephone use and internet access, transportation, childcare, housekeeping, leisure facilities etc.)

Airline staff and others (describe who else comprises “others” e.g. GHA, Police, Volunteers, Hotel Staff, Humanitarian Assistance Team etc.) will assist you at this Centre e.g. they will be responsible for your welfare, the provision of appropriate information and for making other suitable arrangements to look after you whilst you are here

If you have not yet completed an ‘ABCX Airways Family, Relatives & Friends Enquiry Card (or an equivalent form), please advise one of the Centre staff now and they will arrange for someone to complete the form with you. Correct and full completion of this form will assist us in reuniting you with your family, relatives and friends from the incident flight, if possible

If not already done, please also try to contact such family, relatives and friends (from the incident flight) yourself as soon as you can - for example by using mobile or hotel / public phones, SMS text, email etc. **If you have already done this**, please advise Centre staff ASAP. If not, tell staff when (if) you **have** done this (as appropriate)

If you wish to speak with a religious or faith representative, please advise Centre staff

You may leave this Centre at any time

Once you leave this Centre, airline staff will try, to the best of their ability, to assist you further. For example, you might wish be conveyed / returned to your home address - wherever that might be.

Regular (at least daily) briefings will be held at the HAC - providing information related to the on-going incident response and similar. We will advise you of the timings of such briefings. If you are not accommodated at the HAC but live relatively close by, we will provide return transport for you to attend such briefings. Otherwise, it might be possible for you to view such briefings via video-conferencing or equivalent facility

Before leaving this Centre, we request that you provide staff with details of where you intend to proceed to, together with relevant & **reliable** contact information (address, telephone numbers, email etc.) if appropriate

Your interests are paramount to us at this time. Please do not hesitate to ask for clarification of any of the above



Attachment 3

Cascade Callout Tree Alerting (Notification / Callout) System - Typical Example

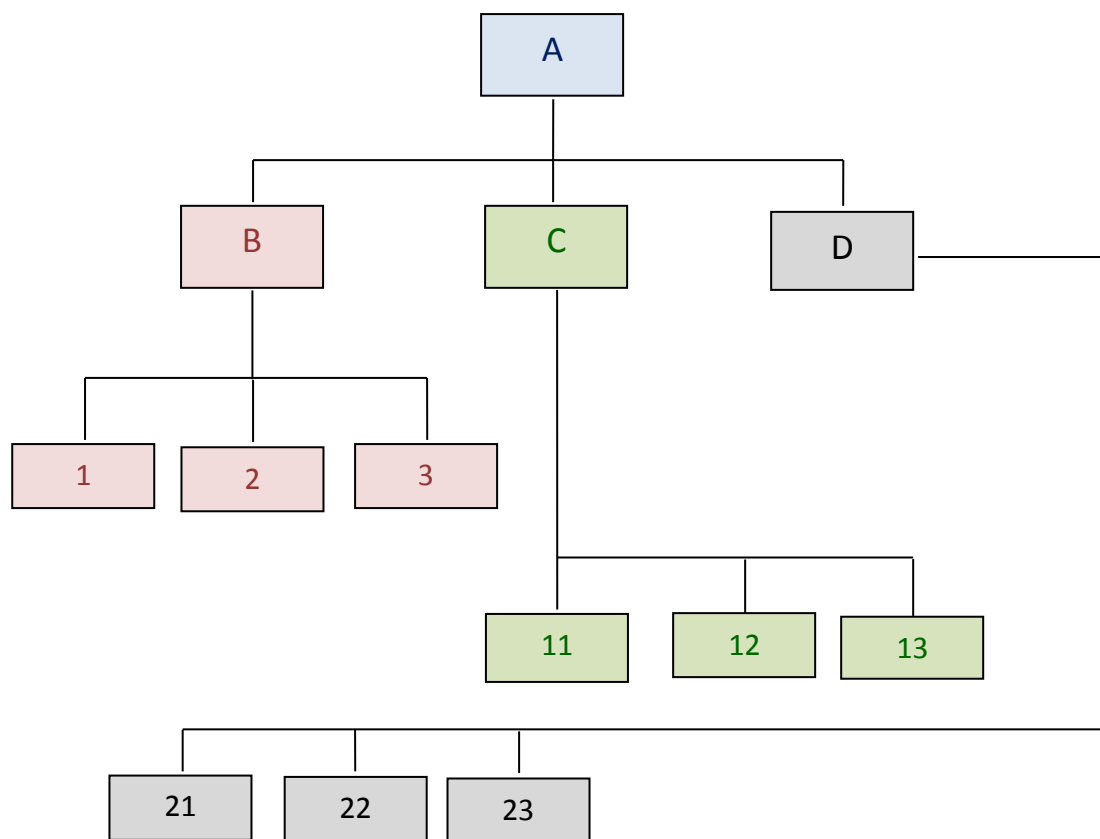
One of the simplest types of alerting & activation system would require the person commencing the alert (e.g. person **A**) to make telephone calls to persons **B, C, D, E** and **F** etc. In turn, person **B** would then pass on the alerting message to persons **1, 2, 3, 4, 5** etc.

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 person, 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 and mobile telephone numbers) and the associated procedures to be constantly updated and / or maintained





Att. 4 - UK Police 'MISPER' form (equivalent of ABCX Airways **FEC**)

RESTRICTED (when completed)		UK Police - 'MISPER' Form (Equivalent of airline 'FR Enquiry Card')	
<h2>Misper</h2>			
Force	<input type="text"/>	Holmes ref	<input type="text"/>
Location where form completed	<input type="text"/>	Inv grading	<input type="text"/>
CALLER			
Surname	<input type="text"/>	Forenames	<input type="text"/>
Relationship	<input type="text"/>	Next of kin	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not specified
Address			
Type (home/business/contact/other)	Address	Postcode	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
Telephone number(s)	Mobile number(s)	Email(s)	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
MISPER			
Surname	<input type="text"/>	Forenames	<input type="text"/>
Other name	<input type="text"/>	Sex	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Unknown
Address			
Type (home/business/contact/other)	Address	Postcode	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
Telephone number(s)	Mobile number(s)	Email(s)	
<input type="text"/>	<input type="text"/>	<input type="text"/>	
Date of birth	<input type="text"/>	or Age from	<input type="text"/> to <input type="text"/>
		Height from	<input type="text"/> to <input type="text"/>
Ethnic appearance			
<input type="checkbox"/> White/North European	<input type="checkbox"/> White/South European	<input type="checkbox"/> Black	<input type="checkbox"/> Asian
<input type="checkbox"/> Chinese, Japanese or any other South East Asian	<input type="checkbox"/> Arabic/North African	<input type="checkbox"/> Unknown	
Date of Issue- November 2013		RESTRICTED (when completed)	
		Page 1 of 2	



RESTRICTED
(when completed)

Vehicle

VRM Make Model
Body type Colour

Information sharing statement

This data may be disclosed to the government and/or its partner agencies and/or the emergency services in order to protect your vital interests and/or the vital interests of others, for the purpose of emergency response and the recovery process, in accordance with the Data Protection Act 1998.

Additional information

☐ Descriptive form ☐ Involvement form ☐ Additional misper form

Person completing form Time and date
Surname ID No

RESTRICTED
(when completed)

Page 2 of 2



Att. 5 - UK Police 'Survivor/Evacuee Form' (equates to ABCX Airways P/VRC)

RESTRICTED (when completed)		
Survivor/Evacuee		
UK Police - 'SURVIVOR/EVACUEE' Form (Equivalent of airline 'Passenger / Victim Record Card')		
Force	<input type="text"/>	Holmes ref <input type="text"/>
Location where form completed	<input type="text"/>	Reception centre ref <input type="text"/>
<input type="checkbox"/> Survivor <input type="checkbox"/> Evacuee		
Surname	<input type="text"/>	Sex <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Unknown
Forenames	<input type="text"/>	Date of birth <input type="text"/> or Age from <input type="text"/> to <input type="text"/>
Other name	<input type="text"/>	Nationality <input type="text"/>
Address		
Type (home/business/contact/other)	Address	Postcode
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
Telephone number(s)	Mobile number(s)	Email(s)
<input type="text"/>	<input type="text"/>	<input type="text"/>
Location details		
Location at time of incident	<input type="text"/>	
Location now	<input type="text"/>	
Destination	<input type="text"/>	
Additional information		
<input type="text"/>		
Date of Issue- November 2013		
RESTRICTED (when completed)		
Page 1 of 2		



RESTRICTED
(when completed)

NOK details

Surname Forenames
Relationship

Informed ☐ Unknown ☐ Informed ☐ To be informed ☐ Not to be informed
Involved ☐ Unknown ☐ Yes ☐ No

Address

Type (home/business/contact/other) Address Postcode

Telephone number(s) Mobile number(s) Email(s)

Information sharing statement

This data may be disclosed to the government and/or its partner agencies and/or the emergency services in order to protect your vital interests and/or the vital interests of others, for the purpose of emergency response and the recovery process, in accordance with the Data Protection Act 1998.

☐ Descriptive form

Person completing form Time and date
Surname ID No

RESTRICTED
(when completed)

Page 2 of 2



Attachment 6

ICAO Annex 9 / Chapter 8 - Other Facilitation Provisions

Assistance to Aircraft Accident Victims & their Families

Following a catastrophic (mass fatality / injuries) aircraft accident, it is best practice (and a legal requirement in a very small number of jurisdictions) for the 'accident airline' to offer transportation of accident victims' (non-flying) families, relatives and friends (FR) to (or as near as practicable / safe etc. to) the accident location. For large, international airlines this could mean transporting several thousand FR from all corners of the planet - using any / all available methods of suitable transport

Under the terms of ICAO Annex 9, Chapter 8, paragraphs 8.39 to 8.43 - the following is required of all United Nations 'states' (countries) - which includes almost every country in the world:

- The country where the accident occurs (& bordering countries too where appropriate) **shall** make appropriate arrangements to temporarily permit FR to enter their country / countries
- The country where the accident occurs (and bordering countries too where appropriate) **shall** make appropriate arrangements to temporarily permit authorised (accident) airline staff and other airline representatives to enter their country / countries - for the purposes of providing assistance to accident victims and their FR - and also to the appropriate 'authorities'. This paragraph applies equally to the accident airline's alliance partners (code sharing and similar) where appropriate e.g. such partner might be requested (by the accident airline) to deploy in support of the accident - typically in circumstances where the partner's base is relatively closer to the accident location than that of the accident airline

(The term 'enter' [as used in the two bullet point paragraphs above] generally refers to immigration / border controls e.g. Passports [or equivalent documents], VISAs, electronic travel authority, electronic system for travel authorisation etc. e.g. if a VISA [or equivalent] must normally be procured in advance [before travel] by person A visiting country X - then as per the above paragraphs, country X might temporarily waive or 'beneficially' adjust this requirement. An example of the latter would be immediate provision of a VISA to person A **upon arrival** in country X)

- Where necessary, all United Nations (UN) countries **shall** issue emergency travel documents to their nationals, who have been victims of a major aircraft accident or similar (in which e.g. passports have been lost)
- Where necessary, all UN countries **shall** provide appropriate assistance in facilitating the movement of human remains, to an appropriate destination (ICAO uses the term 'country of origin') - as requested by FR of the deceased and / or by the accident airline

Note 1 - other parts of ICAO Annex 9, Chapter 8 (paragraphs 8.3 to 8.7 - not reproduced here) require the same type of facilitation (assistance) to be provided to Air Accident Investigation Teams (including airline components of such teams) and their equipment - when deploying in support of an aircraft accident

Note 2 - applicable from February 2016, a new clause 8.46 (ICAO Recommended Practice) was inserted in Annex 9 / Chapter 8. This clause is applicable to airlines, airports etc. - and relates to 'the provision of assistance to accident victims and their families'. All airline and airport etc. emergency planners should note well the requirements of this clause (see next page)



ICAO Annex 9 - Chapter 8 - Other Facilitation Provisions

1 - Assistance to Aircraft Accident Victims and their Families

8.46 Recommended Practice

Contracting States **should** establish legislation, regulation and / or policies in support of assistance to aircraft accident victims and their families

Note - Attention is drawn to ICAO Doc 9998 - 'ICAO *Policy* on Assistance to Aircraft Accident Victims and their Families'and Doc 9973 - 'ICAO *Manual* on Assistance to Aircraft Accident Victims and their Families