



Guideline

Emergency Response Planning

Ground Handling Companies (Operators / Agents)



Relevance

*Emergency / Crisis Response - Assistance from the Ground Handling Agent in support of **client airline** (aircraft operator) **catastrophic aircraft accident** - at or near to the appropriate / relevant **airport***

Note: The GHA might also wish to adapt this guideline for **other** major emergencies, serious incidents etc. (not covered herein) occurring at or near to the appropriate **airport** - and to which they might also be required to respond e.g. major accidents involving **non-client airlines** (aircraft operators) if so directed or 'volunteered'; major **airport accidents / incidents** **not** involving aircraft e.g. terminal evacuation; security related incidents; humanitarian assistance / welfare type operations etc.

www.aviationemergencyresponseplan.com (Parent Website)





Preamble - please take a look at the below 'explanatory' notes before looking at the guideline itself:

Note 1A - This document is a guideline for assisting in the production of a **Ground Handling Agent** (GHA) *emergency response plan* (ERP) - either for itself and / or on behalf of a typical '**client airline**' (aircraft operator)

It is assumed herein that the GHA ERP will be **predominately based** on the **AEP** (Airport Emergency Plan) of the **airport** at which the GHA operates / is based

It is further assumed herein that where a **client airline** provides its own ERP to the contracted **GHA** (i.e. the airline ERP relating to the particular airport at which the GHA operates & also at which it represents the specific airline concerned) - the GHA will 'customise' its own standardised GHA ERP (i.e. as standardised to the associated AEP) **only** to the extent necessary to incorporate airline provided communication information (and similar e.g. the airline's own alerting & activation [notification] process)

Exceptionally, limited **procedural** changes to the **GHA ERP** may be negotiated by a **client airline** - provided that the overriding requirements of the **local AEP** still apply

All of the above is necessary (in the 'real' world) to avoid the very undesirable (but unfortunately very common) situation of a GHA at a particular station / airport - having to handle as many different client provided ERPs as it has client airlines, with the added 'danger' that many of these client ERPs will **not accurately / adequately** (if at all) reflect the requirements of the associated **AEP**

Note 1B - This guideline is a 'work of reference'. The reader hopefully appreciates that, like any 'work of reference' - the result will inevitably be a rather large document!

It is expected that the larger / more complex ground handling companies will need to refer to and address the greater majority (if not all) of issues covered herein - whilst smaller / simpler operators might (to a limited extent) 'mix, match and adapt' as required

Note 2 - Fictitious **GHA 'AVPORT Handling'** is used to provide 'context' in this document

Whatever applies to **AVPORT** herein may be regarded as being typically applicable to most GHAs (including 'Supervisory Agents' to a degree and where involved) in reality - when preparing, training & exercising (for practice or for real) their own GHA emergency response plans, including those operated on behalf of client airlines

'ABCX Airways' (see Note 3 below) is a client airline of **AVPORT** when operating scheduled passenger and cargo services to / from '**XIA Airport**' (see 4 below)

Note 3 - Fictitious (scheduled) passenger airline '**ABCX Airways**' is used to provide 'context' herein

Whatever applies to **ABCX Airways** might thus be regarded as being typically applicable to most scheduled, passenger **airlines** (& similar e.g. charter, cargo & VIP airlines) in reality - when preparing, training & exercising (for practice or for real) the airline emergency response plan at **airline station** level - where the **airline** is represented **solely** or **predominately** by a **contracted GHA**





For the purposes of this specific guideline, ABCX Airways has been broadly based on a medium to large sized (United Kingdom registered and headquartered) scheduled, international (short, medium and long-haul) passenger operator

Note 4 - Fictitious **airport** 'XYZ International Airport (XIA)' is used to provide 'context' in this document. The **authority** ('Airport Operator / Management Company') responsible for managing & operating XIA is the 'XYZ Airports Company'. XIA is located in a country named **XXX**. XIA is nationally regulated by the 'XXX Civil Aviation Authority'

It can be assumed that **XIA** is a large and busy international airport hub located on the outskirts of a large, modern and well developed city with excellent infrastructure of all types. XIA is equipped to handle aircraft up to Airbus A380 size. **AVPORT Handling** is based and operated at XIA only

The XIA Airport Emergency Plan (**AEP**) can be assumed to have been prepared in all respects in accordance with the appropriate guidance contained in ICAO Annex 14, Airport Services Manual - Part 7, ICAO Annex 9, ICAO Annex 19 - together with appropriate national & local civil aviation requirements. As an example, the AEP should document (amongst many, many other things of course) in detail its accountabilities re '(humanitarian) **assistance to aircraft accident victims and their families**'

ABCX Airways operates scheduled passenger & cargo flight services to / from XIA - and is handled there by AVPORT. Largest aircraft used on this schedule is the Airbus A380

Note 5 - It is vital for **Aircraft Operators**, **Ground Handling agents** etc. - to be aware of the concepts, information and requirements contained in a typical **AEP** - in order that they can better understand the required integration process of their own emergency response plans (especially Aircraft Operator & GHA **Station** emergency response plans) with those of the airports at which they operate

As a general 'rule', Aircraft Operator & GHA emergency response plans for their stations / airports **must** be predicated on (& subordinate to) the **AEP** for the airport at which the Station is located

Note 6 - The senior airline representative at a station / airport, and as understood / used in this guideline, can be either a direct airline employee **OR** be provided by some form of ground handling agent (airline representative) **OR** similar (supervisory agent) where circumstances so dictate. The generic term used for all such persons in this guideline is '**station manager**'

It is assumed herein that station managers shall be responsible for all **local** aspects of parent / client airline emergency response policy, planning, implementation & response - unless directed otherwise

Where differentiation between airline and GHA station staff **is** required herein - the terms '**airline station manager**' and '**airline representative (GHA) - duty manager**' - are used respectively

Where the term '**airline representative (GHA) - duty manager**' is used, it can be assumed (unless stated otherwise) that no ABCX Airways airline employee is available to act as 'station manager' at the specific station / airport - which is the assumed scenario assumed in **this** guideline document

The station manager's geographical area of responsibility concerning emergency response shall be defined & communicated accordingly by each client airline





Note 7 - As used herein - an **airline station** (also known as 'outstation', 'out-port' etc.) is a general term for any airport on an airline's /aircraft operator's published network of regular destination airports

Airlines are generally required to produce their own (airline) individual ERPs for each station operated to - with each such ERP being predicated on the appropriate airport's AEP

Where a 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 herein e.g. an airline 'station ERP' can be produced by an airline; by a GHA on behalf of a client airline or by a mix of the two working together

For example - an airline's '**station Local Accident Control Centre**' (for definition see 'glossary' at Section 4 of this document) can be operated by an airline; by a GHA on behalf of a client airline (or on behalf of **any** airline if so directed by an appropriate authority [e.g. the airport operator] at time of crisis) - or via a mix of both

For example - an airline '**station Crash Site Team**' (see glossary again) can be provided & deployed by an airline; by a GHA on behalf of a client airline (or on behalf of **any** airline if so directed by an appropriate authority at time of crisis) - or via a mix of both

Note 8 - Most terms and abbreviations used in this document are **generic** i.e. **not specific** to any particular airline, airport, GHA etc. (see term 'generic' in glossary - at Section 4 of this document)

Whilst such terms etc. might be the same or very similar to many in actual aviation use world-wide, their 'generic' use and nature in this guideline document should always be remembered - and accounted for accordingly i.e. when preparing **real** emergency plans based on this guideline, **ensure that all generic terms are replaced with specific** (real / in-use) **local terms** (i.e. your own airline's / airport's / GHA etc. terms) where necessary

However, if you **are** able to adopt the terminology (& concepts also) used herein, in your own emergency response plans, this will assist in achieving a highly desirable degree of standardisation amongst aircraft operators, airport operators and GHAs

Note 9 - For an in-depth explanation of many of the terms & concepts used in **this** 'generic' guideline document, please refer to the glossary found in Section 4

Note 10 - Whilst terms associated with welfare of and support to accident victims and others are generally referred to in this document as e.g. 'Family Assistance Centre'; 'Special Assistance Team'; 'Care Team' etc. - the word '**humanitarian**' is preferred e.g. '**Humanitarian** Assistance Centre' and '**Humanitarian** Assistance Team'. However, all such terms are generally interchangeable when used herein - with the same or broadly similar meanings





Note 11 - How to use this Guideline (Instructions)

Information for preparation & production of a new or upgraded GHA ERP (as based on **this** guideline) will generally be provided by:

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

..... AND / OR

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

An **example** of how typical 'instructions' might appear in this guideline document is shown below:

Example Instruction 1 -The front cover sheet for **your own** GHA ERP will be found on the **next page** of **this** guideline document. You can simply 'copy & paste' it into the front (first page) of your own, equivalent document

Remember to:

- * Insert the names of your GHA and operating airport in the appropriate places
- * Change or remove the logo (top left of header)
- * Amend the rest of the 'header & footer' text to your own requirements - as required
- * Add any other information as required

Note 12 - 'Controlled Document' information has (in general) been **deliberately omitted** from this guideline document - for the sake of brevity and clarity. GHAs using this guideline to produce or update their own ERPs should ensure that their versions comply with appropriate 'controlled document' procedures e.g. list of effective pages with effective dates; documented revision procedure etc.

Note 13A

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Note 14 - 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 etc. Users identifying same in this particular document (the one you are reading now) are requested to please email the author accordingly at: info@aviation-erp.com





Note 15

Sections 1, 2 & 3 constitute the **abbreviated** version of this guideline. The **abbreviated** version is specifically targeted at **very experienced** and **knowledgeable GHA** emergency response planners / managers / team leaders **only** i.e. those persons able to confidently plan / update their own, local (GHA) ERP in accordance with the **abbreviated** portion of this guideline **alone**

For GHA emergency planners etc. requiring a 'more complete' GHA ERP guideline - and / or where further guidance is needed, **supplementary** Sections 4 & 5 of this document **must also** be consulted and used to put together a **full** (non-abbreviated) version of the GHA ERP

To make this absolutely clear - the intent here is that only those who are **very** confident in using the **abbreviated** version use Sections 1 through 3. Those requiring the **full** version **must** combine Sections 4 & 5 with Sections 1 to 3

If in doubt, it is strongly recommended that the full version **always** be consulted / prepared / used

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 the document's preparation, the author shall have no liability to any person or entity whatsoever - with respect to any loss, damage, injury, death etc. caused (actual or allegedly) directly or indirectly and by whatever means and of whatever type, by use of such information

Note from author of this document

The document you are reading now is just one of many aviation related emergency response guidelines produced by the author. Two others in particular should be noted. The first is a directly equivalent document - but which differs in that it has been produced **specifically** for **aircraft operators** (i.e. typically **airlines**) - in this case relating to fictional airline 'ABCX Airways'

The second is also a directly equivalent document - but has been produced **specifically** for **airport operators** - in this case relating to the fictional 'XYZ International Airport'

All such guideline documents generally correlate, co-ordinate and are consistent with each other to a degree - as should be the case in the 'real' world where an **airline** operates to a **specific airport** utilising the handling services of a **specific GHA** at that airport

The 'other' two documents referred to above can be found on the author's own website (see bottom of front page for link) under the '**FREE DOCUMENTS**' dropdown menu

NOTE - Actual (real) instructions for use in *this* guideline document commence on the **next** page





Guideline - Instruction 1

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

Remember to e.g.

- * Insert the appropriate GHA name, the 'station / airport' name & its IATA & ICAO codes etc. - in the appropriate place
- * Change or remove the logo (top left section of header)
- * Amend the rest of the 'header & footer' text to your own requirements - as required
- * Insert the correct number of pages in your new document - once you have completed it
- * Amend the revision date etc. to suit your own requirements

Reminder: Also see Note 8 on page 3 & Note 12 on page 4 - and act on them accordingly





Insert GHA company name here xxxxxxxx

GHA Emergency Response Plan - ERP

As related to the **Catastrophic Aircraft Accident type** situation at or near to:

Insert Station (Airport) Name (+ IATA [3 letter] & ICAO [4 letter]) codes here

Number of pages in this document:

TBA

Revision No	Date	Updated by
Revision (Original)	xx-xxx-20xx	Station Manager / GHA xxxxxxxx





Guideline - Instruction 2

As this document (the one you are now reading) is a 'guideline' (rather than a 'guideline / * template'), **no further instructions will be provided** other than the general instruction further below

* Note: A guideline / template document is a more comprehensive version of its guideline equivalent. However, such version does not exist in the case of the GHA ERP

(It has been assumed that this general instruction is targeted at the GHA manager [and alternate / backup / deputy person{s}] responsible for producing the GHA ERP for his / her own airport - as related to a catastrophic aircraft accident type scenario)

Users are reminded that this guideline document is based on the assumption that the GHA does not yet have its own ERP operation / system in place (but is about to introduce one) - **OR** is desirous of reviewing and updating its current ERP operation / system

General Instruction

You should now use your own common sense, logic, skill, experience, consultation with appropriate colleagues and external 'experts', direction from 'above' etc. - to **adapt** the 'AVPORT Handling' information provided in the remainder of this guideline document (the one you are now reading) in order to prepare, document and implement a GHA ERP operation which is **specific to your own station's / airport's circumstances, purposes and requirements** - possibly as also influenced by interested third parties such as local airport operators; local emergency services; aircraft operators / clients; government authorities, industry authorities (e.g. IATA) etc.

Reminder: Also see Note 8 on page 3 & Note 12 on page 4 - and act on them accordingly





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Sections 1 through 3 comprise the **abbreviated** version of this document

Section 4 / Glossary + Additional Explanatory Material	57
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The **full** version of this document is obtained by combining **sections 4 & 5** with **Sections 1 to 3**

Acronyms (generic) - GHA to include / replace with additional / appropriate **local** acronyms, as required

AEP	Airport Emergency Plan (for XIA)
AOC	Airline Operators' Committee (operating at XIA)
C4	Command, Control, Co-ordination & Communication
CCC	Crisis Communications (Media Response) Centre (located at airline's HQ)
CD	Crisis Director (Person in overall charge of airline Command & Control at client airline's HQ)
CIQ	Customs, Immigration & Quarantine (Port Health for latter) (at XIA)
CMC	Crisis Management Centre (Command & Control Centre at client airline's HQ)
C-LACC	Controller - Local Accident Control Centre (at airline's XIA Station)
CRC (A)	(Uninjured) Crew Reception Centre - Airside (at XIA)
CRC (L)	(Uninjured) Crew Reception Centre - Landside location at or near airport (usually a hotel)
CST	Crash Site Team (Station Traffic / Ramp + Aircraft Engineering Staff deploying to accident location)
CSU	Airline Crisis Support Units (based at airline HQ - but can also deploy as part of airline's GO Team)
DVI	Disaster Victim Identification (known in USA as 'DMORT' - <i>Disaster Mortuary Op. Response Team</i>)
ECC	Emergency (Telephone) Call / Contact / Information Centre (almost always provided by airline)
EOC	Local Airport Authority's / Airport Management Company's Emergency Operations Centre (Local Airport's crisis response Command & Control Centre [contrast with 'LACC'])
ERP	Airline's and / or GHA's Station Emergency Response Plan (Catastrophic Aircraft Accident)
FAC	Family (Humanitarian) Assistance Centre (usually located landside - e.g. hotel at or near airport)
FCC	Field Control Centre
FEC	Family, Relatives & Friends Enquiry Card
FR	Family, Relatives & Friends (of accident victims)
FRRC	Family, Relatives & Friends Reception Centre (usually located landside at a local airport facility)
GHA	Ground Handling Agent / airline representative at station level (in general)
HAC	Humanitarian Assistance Centre (see also 'FAC') (Note - term 'HAC' is preferred to term 'FAC')
ICT	Airport's Immediate Care Team (at XIA)
JFSOC	Joint Family Support Operations Centre (usually located within or close to FAC [provided by airline])
LACC	Local Accident Control Centre (i.e. Station's C4 Centre) (contrast with 'EOC')
LGT	Leader GO Team (CD qualified airline person in overall charge of airline's GO Team)
MGFR	Meeters and Greeters of accident victims (including any FR)
OCC	24H Operations Control Centre at client airline's HQ
ODM	OCC - Duty Manager
NOK	Next of Kin / Closest Relative (of accident victim[s])
P/VRC	Passenger (Victim) Record Card (also used for crew)
RA (A)	Re-uniting Area - on airport
RA (O)	Re-uniting Area - off airport
SAT	Special (Family / Humanitarian) Assistance Team (typically provided by airline)
SRC (A)	(Uninjured Passenger) Survivor Reception Centre - Located airside at local airport
SRC (L)	(Uninjured Passenger) Survivor Reception Centre - Located landside e.g. hotel at or near airport





Section 1

GHA Station ERP Requirements - Summary - Essential Plans, Procedures, Facilities etc. - **to be in place** (i.e. all of the below should be in place / available at your Station / Airport - **If not, make it happen!**)

	Essential Requirements	<input checked="" type="checkbox"/> ?
1	GHA ERP document for your station / airport prepared, current & fully fit for purpose	
2	All GHA potential crisis responders to have an excellent working knowledge of own GHA ERP	
3	Full & free access to local Airport (Operator's) Emergency Plan (AEP) - for all GHA crisis responders	
4	All GHA crisis responders to have a good working knowledge of local airport's AEP	
5	Trained, exercised & adequate team of selected GHA staff - available to respond to major crisis	
6	Backup (alternate) staffing system to 5 above - thus ensuring 24 hour shift manning as required	
7	Documented reports & records kept - for all completed crisis response training, exercising & similar	
8	Complete, accurate & current (soft & hard copy) crisis contacts communication directory / database	
9	Reliable and rapid Alerting & Activation system for crisis notification of own GHA staff	
10	Suitable equipment, manpower & facilities for your GHA Local Accident Control Centre (LACC)	
11	Reliable & rapid two way communications between GHA & client airline HQ / local airport EOC etc.	
12	Preparation, storage, maintenance and use of GHA Emergency Bags / Boxes / Folders etc.	
13	Plan to deploy a GHA (traffic / ramp) rep to accident location to represent client airline / GHA	
14	Plan to deploy an aircraft engineer to accident location (if available) to act as ENG expert support	
15	Plan to deploy a GHA person to local airport's EOC to represent client airline / GHA	
16	Plan to deploy appropriate transport, ground equipment & operators etc. as required	
17	Obtain / produce, train & exercise in client airline's (&/or GHA's) 'PAX Manifest Verification' task	
18	Ensure local airport provides an airside reception centre for uninjured crew (separate from 19)	
19	Ensure local airport provides an airside reception centre for uninjured PAX (separate from 18)	
20	Ensure local airport provides a landside airport reception centre for MGFR	
21	Ensure airport / whoever provides a reuniting 'system' & facilities for accident victims & their MGFR	
22	Provide any and all types of GHA support & welfare to centres / persons at 18, 19, 20 & 21 above	
23	Establish a system which will permit rapid and reliable identification of uninjured survivors	
24	Establish a system which will permit rapid and reliable identification & status of injured survivors	
25	Establish a system which will permit rapid and reliable identification of fatalities & the 'missing'	
26	Plan for a landside reception centre (usually a hotel) for uninjured crew (separate from 27 & 28)	
27	Plan for a landside reception centre (usually a hotel) for uninjured PAX (separate from 26 & 28)	
28	Plan for a landside reception centre (usually a hotel) for MGFR (separate from 26 & 27)	
29	Provide any and all types of GHA support & welfare to centres / persons re 26, 27 & 28 above	
30	Use FECs & P/VRCs (or local equivalent forms) for recording / managing accident victim & FR info	
31	Make suitable arrangements to handle / reconcile cargo, baggage, mail etc. from accident aircraft	
32	Make suitable arrangements to receive, accommodate & assist airline GO Team upon arrival	
33	Make suitable arrangements to support airline GO Team in all possible ways after arrival	
34	Only communicate to media if instructed to do so by an appropriate manager at client airline HQ	
35	If communicating with media - comply 100% with what has been briefed to you by client airline HQ	
	END	

IMPORTANT - if required, see **Section 4** for glossary and additional (explanatory) information related to the terms & concepts used above in Section 1 and below in Sections 2, 3 & 5





Section 2

COMMUNICATIONS

General

Pages 14 to 16 show example, template tables for recording essential *contact information* - to be used during an aircraft related emergency at, near or otherwise affecting your station / airport

The format follows that currently in general use to record station / airport contact information for *normal operations* by many airlines / GHAs / airline representatives at stations (see page 13) - so the 'look and feel' of the tables should be familiar to most airline / GHA airports staff

Some 'fictitious' sample / example text has been inserted into some of the tables to give an idea of the types of contact information to be included. The list is not exhaustive

Please delete this sample / example text and insert your own actual (real) data - when preparing emergency contact information for your station / airport - as is required by this Section 2

Updating

It is **vital** that the user (implementer) of this guideline devises a suitable system for *reviewing and maintaining* (updating) **all** required crisis contact information, in order that it is always in a 'fit for purpose' state. How this is accomplished will be left to the user - however, it is strongly recommended that whichever system is used guarantees that **all** crisis contacts are checked for currency, accuracy and relevance at no greater than cyclical 3 monthly intervals. Associated, documented records should be maintained and retained to support this process

It is also strongly recommended that 'personal / individual' contact information includes at least mobile (cell / smart) phone, office landline phone and home (residence) landline phone contact details (if available for latter - and with agreement from the individual to so provide for the specified purpose [e.g. for home contact details - where data protection matters might be a consideration])

Alerting (Notification) and Activation (Callout)

Whilst the subject of 'crisis response' alerting and activation is outside the scope of this particular guideline document - it is **vital** that the user (implementer) devises a suitable system to:

- Rapidly & reliably alert (notify) staff and others of a crisis occurrence
- Rapidly & reliably activate and assign staff to appropriate crisis response duties





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Example Only - AIRPORT: PORLAMARQUES / PMJ - **NORMAL** BUSINESS CONTACTS

HANDLING AGENT	AVPORT Handling SA - PMJ				
DEPT OR TITLE	CONTACT	SITA	PHONE	FAX	E.MAIL
ABCX Station Manager	Will Gomez	PMJKKXH	+581 295 269 1465 +581 416 695 5187 MP	+581 295 269 1835	smpmj@abcxairways.com mpservice@movistar.com.ve
Supervisor / Duty Mgr	Via AVPORT	PMJKKXJ	+581 295 269 1850	+581 295 269 7330	airservicepmj1@avport.com
Dispatch Office	Via AVPORT	PMJKKXK	+581 295 808 7440	+581 295 269 7330	airservicepmj2@avport.com
Passenger Handling	Via AVPORT	PMJKKXL	+581 295 269 1936	+581 295 269 7330	airservicepmj3@avport.com
Ramp Handling	Via AVPORT	PMJKKXN	+581 295 269 1938	+581 295 269 7334	airservicepmj4@avport.com
Catering	Gooding Catering Group Juan Garcia (Manager)	N/A	+581 295 269 1332 +581 416 695 3763 MP	+581 295 269 1433	caterpmj@jcg.com
Fuel Supplier	DELTAVEN	N/A	+581 295 269 1043	+581 295 269 1044	avfuelpmj@deltaven.com
Airport Authority	H24 D.O.	N/A	+581 295 400 5000	+581 295 400 5001	aptopr@xiaac.com
Engineering	Go-For / P Thomas (Manager)	N/A	+581 295 269 1230 +581 416 799 7165 MP	+581 295 269 1110	engpmj@gofor.com
COMPANY FREQUENCY: 126.75 / CALL SIGN: AVPORT PMJ					

FACILITIES						
ASU	1	HI LOADER	2	PALLET GROUP	Y	
GPU	2	ENG ASST.	Y	TOILET SERVICE	1	
STEPS	3	POTABLE WATER	1	UPLIFT CATERING	Rotation	
DCS CHECKIN	Y	TOWBAR	All types			
LANDING CARDS	Y	DEPT. CARDS	N		LOCAL TAXES	
DCS LOADSHEETS	N	DCS SYSTEM: SITA				

REMARKS
REFRESHMENT FACILITIES: Airside restaurant in International Terminal. More catering outlets in Domestic Terminal





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Example Only - AIRPORT: PORLAMARQUES / PMJ - **EMERGENCY** RESPONSE CONTACTS

Emergency Response Contacts					
Position / Agency	Contact Name / Title	Telephone	Email	Fax & SITA	Location / Comments
ABCX Airways - LHR HQ (Airline HQ)					
24H Operations Duty Manager, ABCX Airways HQ, LHR, UK	Ops Duty Manager	+44 (0)777 913 456x MP +44 (0)208 419 596y	odm@abcxairways.com	+44(0)208 654 321x	
Crisis Management Centre ABCX Airways HQ, LHR, UK	CMC - Airports Desk	+44 (0)208 645 597z	airportscmc@abcxairways.com	+44(0)208 654 322z	Crisis Hotline Open about 1 to 2 hours after accident notification
ABCX Airways - PORLAMARQUES Station (Airline Station - PMJ). Note - Apart from ABCX Airways Station Manager - the airline is entirely represented at PMJ by AVPORT Handling					
Reporting Person for Emergencies ABCX Airways PMJ	Will Gomez ABCX Station Manager	+581 295 269 1465 +581 416 695 5187 MP	smpmj@abcxairways.com mpservice@movistar.com.ve	+581 295 269 1835	ABCX Airlines Representative / Office Hours (24H via MP)
Alternate Reporting Person AVPORT Handling (GHA rep ABCX)	AVPORT H24 Duty Manager	+581 295 269 1850 +581 416 695 5190 MP	airservicepmj1@avport.com	+581 295 269 7330	AVPORT H24 Operations
Local Accident Control Centre	ABCX Airways LACC	+581 295 808 7440	laccabcx@avport.com	+581 295 269 7331	AVPORT Dispatch Office
ABCX Airways City / Town Office	ABCX Country Manager	+581 295 800 7333 MP	abcxpmj@abcxairways.com	+581 295 269 8877	Downtown office PMJ city
<i>Other airline contacts for PMJ etc.</i>					
Other Crisis Contacts (PMJ & Surrounding Community)					
Air Traffic Control	H24 ATC	+581 295 400 5001	tower@airport.com	+581 295 400 5002	Control Tower - Airside
Airport / Local Police	H24 Desk Officer	+581 123 456 9111	police@airport.com		Landside - next to terminal
Airport Security	H24 Duty Officer	+581 123 456 9999	sec@airport.com		Landside - next to terminal
Airport Fire & Rescue	H24 Watch Room	+581 123 456 8234	rfs@airport.com		Ramp area
Airport Medical Centre	H24 Medic on Duty	+581 123 456 1546	amc@airport.com		Terminal - check-in area
Airport - EOC (Airport Crisis Centre)	EOC	+581 450 333 1234 / 5	eoc@airport.com	+581 295 400 5010	ATC Conference Room
Uninjured Crew Reception Centre - Airport Airside	CRC (A)				Airport VIP Lounge
Uninjured PAX Reception Centre - Airport Airside	SRC (A)				Gates 34 - 37 area
Family, Relatives & Friends Reception Centre - Airport Landside	FRRC				Main landside restaurant / Arrivals Hall
Reuniting Area - Airport	RA (A)				Airport Hotel Main Lounge





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Example Only - AIRPORT: PORLAMARQUES / PMJ - **EMERGENCY** RESPONSE CONTACTS - *continued*

Emergency Response Contacts					
Position / Agency	Contact Name / Title	Telephone	Email	Fax & SITA	Location / Comments
Aircraft Engineering Support					Airport based
* IATP Support (Aircraft Recovery)					Nearest IATP location =?
Local PR Rep					
Airport Customs					Arrivals Hall
Airport Immigration					Arrivals Hall
Airport Health / Quarantine					Terminal check-in area
Airport In-flight Catering Company					
Airport Restaurant(s)					
Civil Aviation Authority					
Air Accident Investigation Authority					
Other Airline (OAL) # 1					Airline offices/main terminal
Other Airline (OAL) # 2					Airline offices/main terminal
Other Airline (OAL) # 3					Airline offices/main terminal
Other GHA # 1					GHA offices/main terminal
Other GHA # 2					GHA offices/main terminal
Other GHA # 3					GHA offices/main terminal
Hospital #1 City General	Switchboard	+581 123 356 1234			8km from airport
Hospital #2 Corazon Hospital	Switchboard	+581 123 856 1257			20km from airport
Mortuary / Undertaker #1					At airport
Mortuary / Undertaker #2					8km from airport
Hotel # 1 (for uninjured crew)	Hotel Ouagadougou	+581 800 856 1000			300 rooms / 8km from apt
Hotel # 2 (for uninjured PAX)	Hotel Santa Clara	+581 800 856 2000			250 rooms / 15km from apt
Hotel # 3 (for families / friends etc.)	Hotel Obispo Luis	+581 800 856 3000			300 rooms / 10km from apt

* IATP = [International Airlines Technical Pool](#) / Nearest Aircraft Recovery Kit to PMJ located in Miami (MIA), USA





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Example Only - AIRPORT: PORLAMARQUES / PMJ - **EMERGENCY** RESPONSE CONTACTS - *continued*

Emergency Response Contacts					
Position / Agency	Contact Name / Title	Telephone	Email	Fax & SITA	Location / Comments
Hotel # 4 ('backup' hotel for families.)	Hotel San Fernando	+581 800 856 3000			200 rooms / 11km from apt
Hotel # 5 (for airline GO Team)	Hotel Ouagadougou	+581 800 856 1000			300 rooms / 8km from apt
Hotel # 6 (alternate (discrete) hotel for any crew on normal layover at station)	Hotel San Salvador	+581 800 856 1007			100 rooms / 12km from apt
(Additional) Airlines at PMJ					
Air Charter Companies					
Banks & similar					
Disaster Victim Identification Agency					
Embassies & Consulates					
Heavy Lifting Machinery					
(Additional) Hospitals					
(Additional) Hotels					
Interpreters / Translators					
Legal Assistance (Lawyers)					
Local Government / Authorities					
Media (TV, Newspaper etc.)					
Mobile Phone / SIM Card Vendor(s)					
NGO Groups e.g. Red Cross / Crescent					
(Additional) Mortuaries					
Psychological Welfare / Support					
Religious Organisations					
Search & Rescue Agency					
(Private) Security Companies					
Social Services (UK - for HAC etc.)					
(24H) Supermarkets & Similar					
Transport (Taxi / bus / hire / rail etc.)					
etc.					





Section 3

AVPORT Handling - ERP - Station Checklists

The following 'generic' **GHA ERP** checklists (starts page 19) provide a template / guide for a typical (generic) station / airport (i.e. XIA - see note 4 on page 2 for further details). As such, certain references, abbreviations, terms etc. will need to be *changed* to match those which are in actual (real) use at *your* specific (real) airport - as required. This should be done *as soon as possible* to avoid any confusion later

Contact and location information of facilities / persons etc. should also be inserted 'for real' in the checklists - wherever you see an entry (in the checklists) such as / looking similar to e.g.

'Insert required information here xxxxxxxx / yyyyyyy'

(NB: - same principle also applies to all other sections [i.e. not just the checklists section] of this guideline document, where similarly so annotated)

It is clearly acknowledged here that most (if not all) station / airport GHAs will not have enough staff to assign one checklist to one person. Therefore, it will be necessary to assign *2 or more* checklists to a single person as required e.g. the *airside / airport* checklists for CRC (A), SRC (A) and FRRC (separate response teams for each centre) can be completed by the *same* teams who will eventually complete the *landside* equivalent checklists at CRC (L), SRC (L) and FAC (as these 'same teams / staff' will typically re-deploy to these latter locations [together with the persons that they are already caring for] when so cleared by the 'authorities'). All personnel assigned to checklists must be trained (initial & recurrent) & exercised (on-going) - & appropriate records maintained

It is *vital* that **AVPORT** enlists the help of local airline / airport / other GHA / airport tenants and franchisees / voluntary group etc. manpower - who have the necessary knowledge and / or experience and / or commitment to assist with checklist tasks. Associated pre-familiarisation (via training & exercising) should be provided for this purpose. AVPORT should be prepared to 'return the favour'

Also consider establishing a *mutual aid crisis response support system* for use at XIA

Contents (note - All checklist and log time entries etc. should be made in UTC / GMT)

Checklist 1	First Person
Checklist 2	AVPORT Handling / other Airline Representative
Checklist 3	Crash Site Team - Aircraft Engineer
Checklist 4	Crash Site Team - Airports (Traffic / Ramp) Person
Checklist 5	Airport Information Desk Rep
Checklist 6	Uninjured Survivor (Crew) Reception Centre Airside (CRC [A]) Rep
Checklist 7	Uninjured Survivor (Passenger) Reception Centre Airside (SRC [A]) Rep
Checklist 8	Family, Relatives & Friends Reception Centre (FRRC) Rep
Checklist 9	Passenger Manifest Verification (PMV)





AVPORT Handling - ERP - Station Checklists - continued

Checklist 10	Hospital(s) Rep (also covers mortuary / undertaker reps as required)
Checklist 11	Uninjured Crew Reception Centre Landside (CRC [L]) Rep
Checklist 12	Uninjured Passenger Reception Centre Landside (SRC [L]) Rep
Checklist 13	Family (Humanitarian) Assistance Centre (FAC / HAC) Rep
Checklist 14	Airport's Emergency Operations Centre Rep
Checklist 15	Up-line Station(s) i.e. up-line to accident location
Checklist 16	Down-line Station(s) i.e. down-line to accident location
Checklist 17	Airline 'Station Nearest' i.e. nearest airline station to accident location
Checklist 18	Dealing with the local Media

Where required - prioritised checklist items are numbered in **white font with a dark red background**

- Unless stated otherwise, the following checklists are predicated on an aircraft accident occurring at or near the station / airport (XIA Airport) for which this plan is applicable - * where the latter is the arrival (destination) station

* If this is not the case (e.g. where the accident occurs on departure OR during en-route OR diversion stages of flight) - then logic and common sense should be used in interpreting and adapting the checklists accordingly

- The 'first person' (see checklist next page) can be assumed to be any of:
 - Appropriately trained & exercised AVPORT Handling staffOR
 - Other appropriately trained & exercised airline representative staff e.g. a supervisory agent; a mutual aid partner (airport; airline; other GHA) etc.

Appropriate, associated training (initial and recurrent) and exercising (ongoing) shall be undertaken by all potential 'first persons' in carrying out the 'first person' checklist. Such training / exercising shall be conducted by AVPORT Handling

Reminder: This guideline assumes that ABCX Airways (client airline of AVPORT Handling) has no direct airline representation at XIA Airport - and is, accordingly, represented totally at XIA by AVPORT - unless stated otherwise (e.g. after arrival at XIA of the ABCX Airways GO Team)

- All other AVPORT personnel potentially assignable to emergency response duties / checklists etc. shall undertake training (initial & recurrent) and exercising (ongoing) in their designated crisis response duties. This is an AVPORT Handling responsibility
- Any other staff (e.g. XIA airport based volunteers [including tenants and franchisees] forming e.g. an airport 'immediate care / humanitarian assistance team' in conjunction with AVPORT staff) assigned to emergency response duties / checklists in support of AVPORT Handling shall be appropriately trained (initial & recurrent) and exercised (ongoing) in the duties for which they might be assigned. This may be an XIA responsibility, an AVPORT Handling responsibility - or a mix of the two
- Reminder - documented reports and records of all training and exercising as per above shall be maintained and retained (by the appropriate agency / agencies) for audit purposes





Where the 'First Person' is **also** the 'AVPORT Handling' **senior manager on duty / on call** (or equivalent person e.g. the AVPORT manager assigned to manage the crisis for the 'first shift') - then he / she must **also** complete **Checklist 2 - at the same time** (i.e. concurrently) as completing **this** checklist 1



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CHECKLIST 1 - First Person - continued

8.	Organise (via departure station[s] / wherever) for <u>accident flight's Departure Control System (DCS)</u> information - to be 'frozen' (spiked / locked-out / inhibited) i.e. <u>access denied</u> to all PAX & Load Control data, once all preliminary info has been printed off	
9.	Organise (with accident flight's departure station[s] / wherever) for <u>accident flight's latest (Flown) Passenger Manifest, Crew List, Cargo Manifest, Load-sheet & Loading Message(s), * Dangerous Goods Docs</u> etc. - to be collected & sent (copies) to ODM, yourself and any other <u>down-line</u> stations. Departure station(s) to telephone ODM, yourself & any other down-line stations to confirm receipt (* <u>Re Dangerous Goods</u> - see note at end of <u>this</u> checklist - NOW)	
10.	<u>Local Security Support</u> - Alert and request security attendance to safeguard relevant Airline, GHA or other Airline Representative property and personnel - if appropriate <i>Insert local Security contacts here xxxxxxxx</i>	
11.	<u>Airport Electronic Flight Information Display System (FIDS)</u> - If applicable, contact <u>Airport Operator / whoever</u> - requesting that any airport originated flight information (also on airport internet / via airport call centre etc.) concerning Accident Flight is changed so as to read something similar to - " <u>Contact Airline</u> " or " <u>Contact Airport Information Desk</u> " etc. <i>Insert relevant Airport (FIDS) contacts here xxxxxxxx</i>	
12.	<u>Airport PA System</u> - Ensure that any PA announcements made by the <u>Airport Operator / whoever</u> re the accident flight are worded <u>appropriately, correctly and sensitively</u> <i>Insert relevant Airport (PA) contacts here xxxxxxxx</i>	
13.	<u>Accident Log</u> - Commence written (hard copy) log of events (template at Appendix B at end of checklists). Record all significant actions taken and information received	
14.	<u>Hotel Rooms</u> (and / or alternative types of accommodation) - block book an appropriate number of hotel rooms for potential use by: <ul style="list-style-type: none"> Uninjured passengers (Location <u>A</u>) Uninjured crew (Location <u>B</u>) Family, Relatives & Friends of Accident Victims (Location <u>C</u>) ABCX Airways GO Team (Location <u>D</u>) Third Parties directly supporting the ABCX Airways crisis response (Location <u>E</u>) ABCX normal layover crew (Location <u>F</u>) (not same as <i>normal</i> layover location) Miscellaneous (TBA) <p>Note - <u>B, D, E & F</u> can be the <u>same</u> (hotel[s]) - as required / appropriate. Hotels <u>A</u> and <u>C</u> must be <u>separate from each other and also from hotels B, D, E & F</u></p> <p>Delegate / seek assistance with this task if necessary. (A worst case scenario might require 500 - 700 rooms or more. Room sharing should be anticipated where appropriate / necessary)</p> <p><i>Insert relevant Hotel contacts details here xxxxxxxx</i></p>	





CHECKLIST 1 - **First Person** - *continued*

15.	Where appropriate - ensure (or take action to ensure) that <u>accident site, passengers and crew, airline property</u> (including accident aircraft) etc. - is / are / will be secured and guarded	
16.	<u>Delegate</u> - appropriate tasks above to colleagues as they become available to assist you	
17.	<u>Remain in Office</u> - until relieved by senior AVPORT Manager appointed to manage the crisis (first shift). Provide a full and appropriate handover briefing to the person(s) relieving you	
18.	<u>Carry out other duties</u> - when relieved from this checklist duty - and as assigned by an appropriate manager / supervisor / team leader etc.	
19.	<u>Anything else</u> as directed and / or as required by actual circumstances 'on the day'	
End		

* **Note: If Dangerous Goods** had been carried in the accident aircraft, the additional following information is to be obtained & provided to the appropriate emergency services (wherever in the world that might be) **as soon as possible**:

- Proper shipping names
- UN Number
- Class
- Compatibility group for class 1 goods
- Subsidiary risk
- Quantity
- Location on board aircraft
- Brief, plain language description of Dangerous Goods
- More definitive information on any radioactive material carried

The appropriate government authority / authorities (e.g. in 'State of Occurrence') responsible for Dangerous Goods must also be advised without delay of the above information (ICAO requirement)





CHECKLIST 2 - AVPORT Handling - Senior Manager on duty / on call or equivalent person

Where the **AVPORT Senior Manager on duty / on call** (or equivalent person e.g. the AVPORT manager assigned to manage the crisis for the first shift) is **also** the '**First Person**' to become aware of the crisis - then he /she must **also** complete **Checklist 1 at the same time** (i.e. concurrently) as completing this checklist 2

	Action	☑ ?
1.	<p><u>AVPORT's own</u> (local) <u>internal Crisis Alerting / Notification / Callout plan</u> - Activate immediately (if not already done by 'First Person')</p> <p><i>Insert appropriate information here (or cross refer) on how this alerting plan is activated</i></p>	
2.	<p><u>ABCX Airways local City / Town Office</u> (if any) - Notify and check that local Crisis Alerting and Activation Plan will be implemented by airline's local city / town office staff</p> <p><i>Insert airline's local City / Town Office contacts here xxxxxxx</i></p> <p>Note - if there is a local airline City / Town office, then the person in charge (generally an ABCX Airways commercial manager) might possibly have been trained to deal with crisis communications i.e. the media. If not, this role may temporarily fall to you (AVPORT) locally - in which case take instruction / guidance on how to deal with the media from the Crisis Communications Centre at ABCX Airways airline HQ</p> <p>WARNING - Do not interact with media in any way without this guidance. See also checklist 18</p>	
3.	<p><u>LACC</u> - Open up your (AVPORT) LACC - activating and co-ordinating all emergency responses from this location for the duration of the crisis - on behalf of ABCX Airways</p> <p><i>Insert LACC Location & Contacts here xxxxxxx</i></p> <p>Note - LACC should provide local Command, Control, Co-ordination & Communications; welfare (accident victims [incl. crew], friends & relatives, own staff etc.); log-keeping, resources / logistics; administration and IT / telecomms support functions - on behalf of the accident airline</p>	
4.	<p><u>AVPORT Crash Site Team</u> (CST) - Assemble and brief your (two person) CST and review their checklist duties (see Checklists 3 and 4) with them. Decide on how best to use the CST in the given situation e.g. deploy to accident site immediately if permitted so to do</p>	
5.	<p><u>XIA Airport Operator's Emergency Operations Centre (EOC)</u></p> <p>Deploy an appropriately senior / experienced AVPORT person (but generally not the AVPORT manager leading the crisis response on behalf of the client airline) to XIA Airport's EOC (see also Checklist 14) <i>Insert Airport's EOC Location & Contacts here xxxxxxx</i></p> <p>REMINDER - Airline's / GHA's LACC & Airport's EOC are different facilities at different locations with different functions i.e. THEY ARE NOT THE SAME FACILITY</p>	





CHECKLIST 2 - AVPORT Senior Manager (managing the crisis) - *continued*

6.	<u>LACC Accident Log</u> - Assign a person to maintain / continue maintaining the LACC log - or complete it yourself (see <i>template at App B at end of this checklists section</i>). (Reminder - log should have already been started by 'First Person?')	
7.	<u>As soon as possible after the initial alarm</u> (and within 30 minutes if possible) <i>telephone the Operations Duty Manager</i> (ODM) at airline HQ with a verbal update of the situation. (At this early stage, all communication to airline HQ will typically be via the ODM <i>until the airline HQ Crisis Management Centre (CMC) opens</i> - [i.e. for anywhere from 30 minutes to several hours - or even longer in extremis]). <i>Insert all airline ODM contact details here xxxxxxxx</i>	
8.	<u>Accident Flight's Crew List</u> (General Declaration) - Request list of crew names from ODM. Verify with ODM any additions / deletions to list - <i>e.g. perhaps as known only at the departure station(s)</i> - such as last minute crew sickness / ramp crew changes etc.	
9.	<p><i>Action Tasks</i> - Based on local procedures & information received - activate / assign / delegate / review / oversee the following tasks - as appropriate:</p> <ul style="list-style-type: none"> ✓ Deploy Crash Site Team to accident site. Consider passes & permits; documents to take (Passenger Manifest, Crew List and *Dangerous Goods documents etc.); specialist equipment; emergency bags or boxes; communications equipment; route and transport (via Rendezvous Point [RVP] & with escort to accident site? etc.) - see Checklists 3 and 4. (* Re Dangerous Goods - see note at end of <i>this</i> checklist - NOW - and then return here) ✓ Arrange for appropriate transport, equipment manpower etc. to be deployed to any 'Equipment Assembly Point / Staging Area / RVP' e.g. buses, aircraft steps, ground power, tugs, portable lighting etc. ✓ Arrange for uninjured passenger & crew (separate) transportation from the accident site to the airside SRC (A) and CRC (A) respectively ✓ <i>Passenger Manifest Verification</i> - see Checklist 9 NOW - and start the PMV task (but ONLY if yours is a departure [up-line] station[s] of the accident flight OR if so directed) ✓ Deploy GHA / other Reps to Airport Information Desk(s) as appropriate? Checklist 5 ✓ Activation / Manning of CRC (A) + verify crew location & condition? Checklist 6 ✓ Activation / Manning of SRC (A) + verify PAX location & condition? Checklist 7 ✓ Activation / Manning of FRRC + check on MGFR 'collection' process. Checklist 8 ✓ Activation / Manning of Hospital & Mortuary Team(s) - Checklists 10A and 10B ✓ Eventual Alerting & Activation / Manning of CRC (L), SRC (L) & FAC <i>hotels and / or alternative accommodation</i> - Checklists 11, 12 and 13 <p>Note - All persons assigned to above tasks should have mobile phones & / or radios (ideally TETRA type) for comms (with batteries fully charged and a spare available if possible) plus the relevant checklists, crisis contact telephone directory, P/VRCs and FECs (or local equivalent forms), other appropriate documents, protective and / or high visibility clothing, equipment etc. (Much of the above should be issued as part of / accompanying the appropriate / relevant, pre-prepared <i>Emergency Bags / Boxes</i> - complete with Passenger Manifest copies, Crew List copies, Dangerous Goods info etc. - as appropriate to deployed location)</p> <p>Note - for information regarding 're-uniting' of accident victims with family, relatives and friends - see appropriate sections of checklists 7, 8 and 10A to 14</p>	<div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div> <div><input type="checkbox"/></div>





CHECKLIST 2 - AVPORT Senior Manager (managing the crisis) - *continued*

10.	<p>Note - this checklist item 10 is typically (but not always) applicable only to the departure (upline) station(s) of the accident flight. Delegate this task where appropriate. Also see checklist 9 NOW</p> <p><u>Start Passenger Manifest Verification / Reconciliation (PMV) task.</u> As task progresses, liaise with Emergency Call Centre (ECC) desk at / via airline HQ CMC at regular intervals (e.g. every 15-20 minutes) to advise them which names (as task progresses) remain unverified OR are unable to be verified. Continue until PMV task is completed</p> <p><i>Insert all CMC (ECC) desk contacts at airline HQ here - including email and FAX xxxxxxxx - Note that if CMC not yet activated, contact airline OCC (ODM) instead</i></p>	
11.	<u>24 Hour / 7 Day Roster</u> - plan with your deputy / whoever to create a 24 / 7 local roster to cover both normal and emergency operations. Plan for 12 hour shifts minimum	
12.	Reminder - <u>Pass</u> (& continue to pass) <u>to airline HQ ODM</u> and / or CMC - all relevant information as received at your LACC from local crisis action sites e.g. from accident site, SRC (A), CRC (A), FRRC, Reuniting Area, Airport Operator EOC, hospitals, mortuaries etc. - to include completed P/VRCs, FECs (or local equivalent forms) & related paperwork	
13.	Reminder - <u>Communicate updated info locally</u> - i.e. to other AVPORT staff, airline's city / town office , airport's emergency operations centre etc. - as appropriate	
14.	<p>Where uninjured victims (passengers & crew) at airside (airport) reception centres are known or suspected of not having access to their passports / travel documents, baggage etc. - <u>liaise closely and as often as necessary with CIQ / embassies & consulates</u> etc. - in order to make appropriate arrangements to 'land' the victims (i.e. release them to landside / into the country), collect their baggage (if possible) with minimum of 'red tape' / bureaucracy etc.</p> <p>(Note - ICAO Annex 9, Chapter 8 requires that all 'States' facilitate (make easy) this procedure - see App K to this guideline document for more information)</p>	
15.	<p>When public contact information for the airline's Emergency (telephone) Call Centre (ECC) <u>has been provided to you</u> by airline HQ - distribute (when so instructed) same locally via all appropriate types of media. Also provide directly to other interested parties as appropriate e.g. airport operator; government agencies; local emergency services; local FR etc.</p> <p>Note 1 - Airline's City / Town office (if there is one!) might undertake the above task if appropriate and as directed by airline HQ</p> <p>Note 2 - This checklist item assumes that the airline has its own ECC (either directly or as sub-contracted to a commercial third party provider) and that no other ECC equivalent exists locally at or near your station / airport e.g. as possibly operated by airport operator, local Police etc. However, the operation of two (or more) emergency call centres responding to the same crisis is a real possibility. Whilst such a situation is most undesirable - it is a 'fact of life'. Very careful co-ordination, liaison & information sharing between such call centres will obviously be essential. However, this is mainly an airline HQ 'problem'</p>	





CHECKLIST 2 - AVPORT Senior Manager (managing the crisis) - *continued*

16.	<u>Alert & activate any local company doctor(s)</u> - & also check that <u>airline HQ</u> has activated any contracted 'medical assistance' company e.g. International SOS / Medaire etc.	
17.	<u>Advise / notify appropriate</u> (local) <u>embassies and / or consulates</u> - as required	
18.	<u>Arrange with Customs for any unloading & secure storage of cargo, baggage & mail</u> + reuniting of passengers & crew with their baggage (as appropriate)	
19.	<p><u>Make preparations for eventual arrival of ABCX Airways 'GO Team' and any other 'external' agencies</u> (e.g. air accident investigators)</p> <p>Liaise with airline <u>HQ CMC</u> regarding the need for entry visas, airport security clearances, local authority permissions etc. Customs clearances will also be required for airline GO Kits and similar. Preparation to include all appropriate types of logistics and related matters e.g. transportation, communications, accommodation (office & sleeping), sustenance, security, health & safety, translation services, access to funds etc.</p> <p>Also plan to provide 'experienced' liaison staff to meet, escort & facilitate <u>GO Team</u> on arrival and thereafter</p> <p>(Note - ICAO Annex 9, Chapter 8 requires that all 'States' (countries) facilitate (make easy) this procedure - see App K to this guideline document for more information)</p>	
20.	<u>After arrival of GO Team</u> - assign liaison person(s) to GO Team & distribute pre-prepared 'information packs'. Work closely with appropriate GO Team managers to continue managing all aspects of the crisis in the most effective & efficient ways possible	
21.	<u>Maintain 'normal operations'</u> - where possible and if appropriate	
22.	<u>Anything else</u> as directed and / or as required by actual circumstances 'on the day'	
End		

* **Note:** If **Dangerous Goods** carried on accident aircraft, the additional following information is to be obtained & provided to appropriate, local emergency services (especially fire & rescue services) **as soon as possible:**

- Proper shipping names
- UN Number
- Class
- Compatibility group for class 1 goods
- Subsidiary risk
- Quantity
- Location on board aircraft
- Brief, plain language description of Dangerous Goods
- More definitive information on any radioactive material carried

The appropriate government authority / authorities (e.g. in State / Country of Accident Occurrence) responsible for Dangerous Goods must also be similarly advised without delay (ICAO requirement)

Reminder - an airline 'Station' can typically be operated entirely by its own (directly employed) airline staff; by a directly employed airline Station Manager and airline representative (GHA) staff; or by airline representative (GHA) staff **only**. Whichever combination is in use, it is the responsibility of the senior airline employee or senior airline representative (GHA) person - to ensure that allocation of staff resources is such that checklists 1 and 2 above (plus any additional checklists as appropriate) are capable of being completed effectively, efficiently and expeditiously, during actual airline (aircraft) operations at the Station(s) (Airport[s]) involved





CHECKLIST 3 - **CRASH SITE TEAM - Aircraft Engineer Rep** i.e. Station / Duty Aircraft Engineer / equivalent person - as available. (Forms one part of the 2 person airline representative's 'crash site team - CST' - when joined by the [AVPORT provided] 'Airports / Traffic / Ramp / Rep' [see checklist 4])

	Action	☑ ?
1.	<u>Station Aircraft Maintenance / Engineering Staff</u> (if any). 1) Act as aircraft engineering CST rep. 2) Ensure local ENG office is manned (if available and manpower permitting) and establishes / maintains contact with <u>airline HQ CMC</u> - via AVPORT LACC. <i>Insert all appropriate / related contact info here: xxxxxxx</i>	
2.	<u>Crash Site Team</u> - Aircraft ENG CST rep to team up with <u>Traffic / Ramp</u> (airports) <u>AVPORT</u> CST rep & proceed together to accident site (firstly via AVPORT LACC for briefing) Take passes & permits; Emergency Bags / Boxes; crisis contacts telephone directories; checklists; required documents (e.g. crew & PAX lists; dangerous goods info etc.); communications equipment (phone / radio [TETRA?]); aircraft crash / 'cut here' diagrams; protective clothing; small tool kit; sample bottles; torch etc. (Note: Obtain clearance & escort [e.g. from airport security / ops / ramp etc.] before deploying to accident site. Route will usually be via a designated Rendezvous Point [RVP] and / or Staging Area) <i>Insert all appropriate / related contact information here: xxxxxxx</i>	
3.	<u>On arrival at Accident Site</u> - Report to person in charge (<i>find out how this person is identifiable beforehand & insert details here</i>) & then establish direct communication with ENG office or AVPORT LACC	
4.	<u>Carry Out Prime Objectives</u> : NB: If appropriate / possible (and under the direction of the accident investigator in charge / similar authority - & if circumstances / time / safety so permits) ✓ Preserve life / make aircraft safe / assist Emergency Services e.g. shut off / down electrical power and engines; pull appropriate circuit breakers etc. ✓ Preservation of data, documents & technical / visual (photographic) evidence - including collecting oil & * fuel samples, locating / removing Flight Data Recorder(s) / Cockpit Voice Recorder(s) / Quick Access Recorders, in-flight TV recordings etc. ✓ Aircraft / Wreckage / Contents - preservation & security * Also liaise (with whoever) for source samples to be taken & safeguarded re any fuel uplifts loaded onto accident aircraft at the Station and / or for the previous 3 flights	
5.	<u>ENG log</u> - Maintain written record of events. (<i>See Template at app B at end of checklists</i>)	
6.	<u>Situation Reports</u> - Pass regularly to ENG office or AVPORT LACC by any means available	
7.	<u>Aircraft / Wreckage - Removal / Recovery / Salvage</u> - Make initial assessment of what may be required in the way of engineering & other personnel plus equipment resources - and pass to AVPORT LACC for onward transmission to airline HQ CMC	
8.	<u>24 / 7 ENG Roster</u> - Create to cover both Emergency and normal Engineering operations	
9.	<u>Air Accident Investigation Team</u> - Assist latter (aircraft engineering-wise) in any and all ways possible	
10.	<u>Anything else</u> as directed and / or as required by actual circumstances 'on the day'	
	End	





CHECKLIST 4 - **CRASH SITE TEAM - Airports / Traffic / Ramp Rep** to be provided by AVPORT / other appropriate Airline Representative) (Forms one part of the 2 person airline representative's 'crash site team - CST' - when joined by the 'Aircraft / Engineering Rep' [see checklist 3])

	Action	☑ ?
1.	Briefing - Report to AVPORT LACC for briefing and meet-up with your CST 'Aircraft Engineer' partner (as available) - <i>Insert all appropriate / related contact info here: xxxxxxxx</i>	
2.	<p>Proceed together to Accident Site (Note: Obtain clearance & escort [e.g. from airport security / ops / ramp etc.] before deploying to accident site. Route will usually be via a designated Rendezvous Point [RVP] and / or Staging Area)</p> <ul style="list-style-type: none"> Take passes / permits, checklist, crisis contacts directory, copies of Passenger Manifest, Gen-Dec / Crew List, Dangerous Goods docs, P/VRs & FECs (or local equivalent forms), communications equipment (e.g. TETRA?) + spare (fully charged) batteries, pens, paper, clipboard, torch, protective / hi-visibility clothing etc. Take Airports CST emergency bag / box - (should already contain much of the above) On arrival at Accident Site - Report to person in overall local charge (<i>find out how this person is identifiable beforehand & insert info here xxxxxxxx</i>) and offer all assistance & liaison on behalf of (i.e. as representing) the accident airline Deliver passenger manifest, crew list, dangerous goods etc. documents to person in charge (Also advise estimated fuel on board accident aircraft - if / as known) <p><i>Insert Airport / Security / Police / RVP contact (+ RVP etc. locations) details here xxxxxxxx</i></p>	<div>☐</div> <div>☐</div> <div>☐</div> <div>☐</div>
3.	Establish direct comms with AVPORT LACC & provide regular situation reports / updates	
4.	Check (with LACC) that Ground equipment (e.g. steps, ground power, tug & tow-bar etc.) and transportation (e.g. buses) are being deployed - as requested / required	
5.	Locate Uninjured Crew - and (when their immediate emergency duties are complete) arrange (via LACC) for them to be transported ASAP to airport CRC (A) or equivalent facility. (Such crew should be transported separately from uninjured passengers if possible)	
6.	Try to ascertain location (crash site, hospital, mortuary, not known) and status (dead, injured, missing / not known) of remaining crew	
7.	Locate Uninjured Passengers and arrange (via LACC) for them to be transported ASAP to airport SRC (A) or equivalent facility. (Note 1 - Such Passengers should be transported separately from uninjured crew if possible. Note 2 - CRC (A) & SRC (A) should be located in separate locations if possible)	
8.	Try to ascertain location (crash site, hospital, mortuary, not known) and status (dead, injured, missing / not known) of remaining passengers	
9.	<p>Maintain a log of events - Either written and/or by use of a long recording Dictaphone</p> <p>Particularly keep the most accurate account possible of the disposal of victims from the site, e.g. How Many? What Condition? When, How and Where were they transported (especially if to hospitals and / or mortuaries)? (See appendix B to this checklist for template of log sheet). <i>Note particularly details of any uninjured survivors accompanying the injured in ambulances / ambulance helicopters (and the dead in hearses) etc.</i></p>	
10.	Anything else as directed and / or as required by actual circumstances 'on the day'	
	End	





CHECKLIST 5 - **Airport Information Desk(s)** - *located landside at appropriate Airport Terminal[s]*

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] deployed to the Airport Info Desk[s] - during a major aircraft accident type response at or near to **XIA Airport**

Note - at some airports, it is possible that the Airport Information Desk (if there is one?) might also be used as both the 'MGFR collection point' and / or as a '**very** basic' FRRc. If so, also see / refer to Checklist **8**

	Action	☑ ?
1.	Briefing - Report to the AVPORT LACC for briefing <i>Insert LACC location & contacts here xxxxxxxx</i>	
2.	Proceed to briefed Airport Information Desk - Take passes / permits, checklist, crisis contacts telephone directory, copies of Passenger Manifest, Crew List, FECS (or local equivalent form), communications equipment (telephone, radio etc. [TETRA?]) + spare battery / charging equipment), pens and paper etc. * Most of these items (and more) should already be in the pre-prepared 'Airport Information Desk' Emergency Bag / Box <i>Location / Contacts - Airport Information Desk xxxxxxxx</i> * Except for PAX Manifest, Crew List etc. - which will obviously not be available until the day of the crisis	
3.	Establish direct communication with LACC and provide regular information updates	
4.	Render all Assistance to Airport Operator / similar staff (who may be manning / operating the desk with you) and to any Public assembling at this location - in particular, redirect (or arrange for escort) enquirers (i.e. potential MGFR having an apparently genuine, personal relationship / interest in those on board the accident flight) to the FRRc and / or any other MGFR collection point	
5.	Maintain a written record (log) of events (<i>See template at appendix B to these checklists</i>)	
6.	Anything else as directed and / or as required by actual circumstances 'on the day'	
	End	

Where the airport does **not** have an Airport Information Desk(s), suitable alternative arrangements should have been put in place by the **Airport Operator** for segregating genuine MGFR from other persons - & then moving them on to the FRRc / equivalent facility without delay

If the latter has not been implemented - then it will be necessary to lobby with the local **Airport Operator** accordingly (e.g. via **local Airline Operators' Committee [AOC]**) - for this matter to be addressed satisfactorily (**as a matter of urgency**)





CHECKLIST 6 - (Uninjured Survivor) Crew Reception Centre - Airside - CRC (A)

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] deployed in support of the **CRC (A)** - during a major aircraft accident type response at or near to **XIA Airport**

	Action	☑ ?
1.	Briefing - Report to LACC for briefing. <i>Insert LACC location & contacts here xxxxxxxx</i>	
2.	Written Log - Maintain log of events (<i>see appendix B template at end of these checklists</i>)	
3.	<p>Proceed to CRC (A) - Report to person in charge (<i>Find out how this person is identifiable beforehand & insert details here xxxxxxxx</i>). Act as senior airline representative at CRC (A)</p> <ul style="list-style-type: none"> Take passes / permits, communication equipment & CRC (A) Emergency Bag / Box * Ensure copies of Crew List, sufficient P/VRCs (or equivalent local forms) + ** SRC (A) info cards have been included in the emergency bag / box. (* Note 1 - Take both CRC (A) and CRC (L) Emergency Bags / Boxes with you - as you are likely to eventually re-deploy with the uninjured crew survivors from the airside CRC (A) to the landside CRC (L) hotel/wherever. ** Note 2 - The same SRC (A) info cards are used at both SRC (A) and CRC (A)) <p><i>Insert Location / Contacts for CRC (A) here xxxxxxxx & yyyyyyy</i></p>	<input type="checkbox"/> <input type="checkbox"/>
4.	Establish direct communication with LACC - Provide regular situation reports / updates	
5.	<p>a. Uninjured Crew - Receive & identify uninjured crew. Provide any required humanitarian, welfare etc. assistance possible / available e.g. information, refreshments, replacement clothing etc. (no alcohol). b. Missing Crew - Try to find out (from uninjured crew present at CRC [A]) the whereabouts & status of any missing crew members. c. Statements - Remind crew not to make statements / comment to anyone without clearance from airline CMC (unless appropriate, authorised authorities require such statements [e.g. Police; air accident investigation agency etc.]). d. Medical examination & interviews - (e.g. for latter with Police, air accident investigators etc.) might be required for flight-crew (see checklist item 7 below & try to arrange legal assistance where appropriate)</p>	
6.	Passenger/victim record card (P/VRC) - Complete a P/VRC form (or local equivalent) for each crew member present. Forward to LACC ASAP (for onward transmission to airline HQ CMC). Provide P/VRC copies to e.g. police, airport operator, local authorities - as required (NB: P/VRC form is used for both PAX & crew) (Keep xx copies for use by you and your team)	
7.	Religious / Counselling / Welfare / Legal / Medical etc. Services - Provide/arrange as required / available (assisted by e.g. LACC / Airport Operator / Parent Airline / Whoever etc.)	
8.	Ask uninjured crew to inform you ASAP of any contacts they make / take (e.g. with MGFR; other family etc.) themselves (e.g. by use of any personal / CRC (A) provided comms devices)	
9.	Transport - when cleared to do so, arrange (via LACC / whoever) to transport uninjured crew to CRC (L) Hotel . Accompany crew . (Crew to remove all overt signs of uniform OR change into 'civilian' clothes - if possible. Use a 'discrete' exit / departure route from airport if possible. If accident occurred at / close to crew's home base, advise crew that it is inadvisable to go home at this point due potential adverse media interest at such locations. Take advice from LACC as required. Associated, local FR (of crew) can be brought to the CRC (L) where necessary	
10.	CRC (L) - Proceed to CRC (L) Hotel / Facility . Brief / utilise any other responders already pre-positioned there. Monitor welfare of uninjured crew, ensuring that they are not disturbed and receive proper rest, refreshment, security, information & humanitarian assistance / welfare - until eventual arrival of ABCX Airways GO Team (See Checklist 11)	
	End	





CHECKLIST 7 - (Uninjured Survivor) Passenger Reception Centre - Airside - SRC (A)

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] deployed in support of the **SRC (A)** - during a major aircraft accident type response at or near to **XIA Airport**

	Action	☑ ?
1.	Briefing - Report to LACC for briefing. <i>Insert LACC location & contacts here xxxxxxx</i>	
2.	Written Log - Maintain log of events (<i>see appendix B template at end of these checklists</i>)	
3.	Proceed to SRC (A) - Report to person in charge (<i>find out how this person is identifiable beforehand & insert info here</i>). Act as senior airline representative at SRC (A) <ul style="list-style-type: none"> Take passes / permits, communication equipment & SRC (A) Emergency Bag / Box * Ensure copies of latest available Passenger List + sufficient P/VRCs (or equivalent local forms) + SRC (A) info cards have been included in the bag. (* Note - When deploying to SRC (A) take both the SRC (A) and SRC (L) Emergency Bags / Boxes with you, as you are likely to eventually re-deploy with the uninjured passenger survivors from the airport airside SRC (A) to the landside SRC (L) [hotel / wherever]) <p><i>NB: Insert Location / Contacts for SRC (A) here xxxxxxx & yyyyyyy</i></p>	<input type="checkbox"/> <input type="checkbox"/>
4.	Establish direct communication with LACC - Provide regular situation reports / updates	
5.	** Ensure appropriate 'system' in place at SRC (A) (i.e. before uninjured PAX arrive) for segregating unprocessed, uninjured passengers from those that have been so processed	
6.	Uninjured PAX arriving at SRC (A) - Receive PAX & distribute 'SRC (A) Info Cards'. Provide all and any humanitarian / welfare aid required / available e.g. access to communications, refreshments, emergency supplies of blankets, towels, clothing, footwear, airline amenity kits, baby food / diapers etc. Arrange for minor first aid to be provided if necessary	
7.	Identification of Uninjured Passengers at SRC (A) - Using latest passenger list available - identify each uninjured passenger present and tick off the associated name on that list (thus identifying each as an 'uninjured survivor at SRC [A]') <p>*** Once completed (all uninjured passengers in SRC [A] accounted for) send completed PAX list (make xx copies for own use first) ASAP to LACC (to be sent on in turn to CMC at airline HQ). Also provide copies to airport police, immigration, airport operator etc. - as appropriate</p>	
8.	Passenger/victim record card (P/VRC) - Complete one P/VRC (or local equivalent form) for each uninjured passenger present at SRC (A) (regardless e.g. of family groups etc.) <p>*** Forward completed P/VRCs (make xx copies for own use first) ASAP to LACC (to be sent on in turn to CMC at airline HQ). Provide copies to airport police, immigration, airport operator etc. - as appropriate</p>	

****** Such a 'system' should identify & separate those 'processed' in the **SRC (A)** - from those still waiting to be processed e.g. use of wrist bands; stickers; badges; physical separation (e.g. barriers; different rooms) etc.

******* To improve effectiveness, efficiency & expediency here, forward to LACC the current list of completed (ticked) names on the **PAX list** (as per checklist item **7 above**) e.g. around every 15 minutes - until all uninjured PAX present in SRC (A) are accounted for. Likewise for checklist item **8 above** but now concerning completed **P/VRCs**





CHECKLIST NUMBER 7 - SRC (A) - *continued*

9.	Ask uninjured passengers if they know the <u>whereabouts</u> and <u>status of any passengers</u> - as might be known to them - BUT who are not present at the SRC (A)	
10.	Ask uninjured PAX to <u>inform you ASAP of any contacts they might make / take</u> (e.g. with MGFR; other family etc.) themselves (e.g. by use of any personal / SRC (A) provided comms devices)	
11.	<u>Keep Uninjured Passengers advised</u> of arrangements being made for them (For example, eventual transportation to SRC (L) hotel OR to local homes OR that the airline will be making arrangements for onwards / return flights etc. Also explain that every effort will be made to match and reunite them with their associated MGFR and / or any missing travelling companions etc. - as soon as possible [if possible]. Remember that uninjured survivors with mobile / smart phones etc. might well have already contacted their MGFR [and others]. In such circumstances, the associated physical reuniting at the earliest possible opportunity is vital)	
12.	<u>Religious / Counselling / Welfare / Legal / Medical</u> etc. Services - Provide as required / available (with assistance of LACC / Airport Operator / Parent Airline / Local Authorities etc.)	
13.	<u>Immediate Airport Reunions</u> - Assist (as directed by the 'appropriate' authority / whoever) with any immediate airport reunions possible (i.e. between the uninjured survivors present & their family, relatives & friends etc. [including any travelling companions and any MGFR])	
14.	<u>Transport</u> - when cleared to do so, arrange (via LACC / Airport Operator / whoever) to transport appropriate, uninjured passengers to the SRC (L). Accompany Uninjured Passengers to SRC (L) Note 1 - in certain circumstances uninjured passengers may prefer (instead of going to SRC [L]) to go directly to their local homes; complete their original journey; return to airport of origin etc. - if applicable and appropriate. The airline / airline representative will try to assist with these options as appropriate. Ensure that a P/VRC has been completed for all such uninjured passengers and that reliable onward contact information has been provided Note 2 - uninjured passengers might be required (e.g. by the Airport and / or local Health Authorities etc.) to undergo a quick 'vital signs' type medical check prior to release from SRC (A). Persons refusing might be required to complete a suitable indemnity form	
15.	**** SRC (L) - On arrival SRC (L) Hotel / equivalent - meet and brief any other staff / responders already pre-positioned there. Continue to monitor welfare of any uninjured passengers, ensuring that they are **** not unduly disturbed and receive proper rest, refreshment, security, humanitarian, financial and other welfare support - until eventual arrival of the ABCX Airways GO Team. (See Checklist 12)	
16.	Double-check (with LACC) that all completed P/VRCs (or copies thereof) have been sent on / forwarded to airline HQ CMC	
	End	

******** Note: Uninjured PAX typically go to SRC (L) at own discretion. They may leave this facility at any time. Should they so leave, ensure that appropriate and accurate contact info has been obtained

******** Especially by the media - unless they (uninjured passenger[s]) clearly wish otherwise





CHECKLIST 8 - Family, Relatives & Friends Reception Centre - at Airport (FRRC)

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] deployed in support of the **FRRC** - during a major aircraft accident type response at or near to **XIA Airport**

	Action	☑ ?
1.	Briefing - Report to LACC for briefing. <i>Insert LACC location & contacts here xxxxxxxx</i>	
2.	Written Log - Maintain log of events (<i>see appendix B template at end of these checklists</i>)	
3.	Proceed to FRRC - Report to person in charge (<i>find out how this person is identifiable beforehand & insert info here</i>). Act as senior airline representative at FRRC <ul style="list-style-type: none"> Take passes / permits, communication equipment & FRRC Emergency Bag / Box * Ensure copies of latest available Passenger List, Crew List + sufficient FECs (or equivalent local forms) + FRRC info cards have been included in the bag. (* Note - When deploying to FRRC take both the FRRC and FAC / HAC Emergency Bags / Boxes with you, as you are likely to eventually re-deploy with the MGFR from the airport landside FRRC to the landside FAC / HAC [hotel / wherever]) <p><i>NB: Insert Location / Contacts of / for FRRC here xxxxxxxx & yyyyyyy</i></p>	<input type="checkbox"/> <input type="checkbox"/>
4.	Establish direct communication with LACC - Provide regular situation reports / updates	
5.	Airport Public Address (PA) System Announcements - If not already done, arrange for airport PA announcements to be made - requesting potentially involved MGFR (at airport) to proceed to the appropriate Airport Information Desk and / or the FRRC and / or to wherever. The announcement should be appropriately worded, brief and sensitive e.g. <p><i>"Persons waiting for the (insert scheduled local time of arrival) arrival of flight xxxxx from should please proceed to yyyy for further information. Thank you"</i></p> <p><i>Insert Contacts for Airport PA controller here xxxxxxxx</i></p>	
6.	** Ensure appropriate 'system' in place at FRRC (i.e. before MGFR arrive) for segregating unprocessed MGFR from those that have been so processed.	
7.	MGFR arriving at FRRC - Receive MGFR & distribute 'FRRC Info Cards'. Ensure MGFR are as well looked after as is practicable / possible in the circumstances (e.g. provide refreshments; account for requirements of any children / infants present; facilitate access to comms facilities as available etc.). Note - Arrange for removal (via Police / Security etc.) from FRRC of anyone who should not be there e.g. non-involved MGFR ; the Media etc.	
8.	Meeters & Greeters / Friends & Relatives Briefing(s) - Brief MGFR re the accident situation so far (but only to the extent so authorised by those 'in charge') and that updates will be provided as and when possible. (See also this checklist, item 10 - NOW)	
9.	Family, Relatives & Friends Enquiry Card (FEC) - Complete one FEC (or equivalent local form) only with each enquiring single person MGFR / each group of MGFR . Note 1 - Where a 'connected' MGFR group (e.g. from a single family) are involved, only 1 'nominated' person from that group should 'formally' provide the required FEC info. Note 2 - When a MGFR / MGFR group provides info for more than one (potentially associated victim) [e.g. a family group or tour party or sports team etc. travelling together], then separate FECs must be completed for each potential person in each such group. Note 3 - Arrange for rapid delivery of completed FECs (e.g. in batches of around 15 to 20) to LACC , for forwarding to CMC at airline HQ. Provide a copy to each of police, immigration, airport operator etc. Keep yy copies for you / your FRRC team	

****** This system' should effectively identify / separate those 'processed' in the **FRRC** - from those still waiting to be so processed e.g. use of wrist bands; stickers; badges; physical separation (e.g. barriers; different rooms) etc.





CHECKLIST 8 - FRRC - *continued*

10.	Ask MGFR to <u>inform you immediately of any contacts they might make / take</u> (e.g. with associated accident victims) themselves (e.g. by use of any personal / FRRC provided comms devices etc.)	
11.	<u>Release of sensitive info to MGFR</u> - Liaise with LACC, police, local authorities, faith representatives, whoever - regarding release of info to MGFR re the status and location of associated accident victims. (Special procedures should be in place re advising MGFR [next of kin; closest relative etc.] of fatalities , e.g. via local Police, Medical Examiner, Faith representative etc.)	
12.	<u>Religious / Counselling / Welfare / Legal / Medical</u> etc. Services - Provide as required / available (with assistance of LACC / Airport Operator / Parent Airline / Local Authorities / Faith Organisations etc.)	
13.	<u>Notification to MGFR of any Reuniting Arrangements</u> - In conjunction with Airport Operator, Police, LACC etc. - arrange notification to MGFR of any reuniting arrangements being made for them with associated FR from the accident flight Bear in mind that survivors with mobile / smart phones etc. might have already contacted their associated MGFR. In such circumstances early reunion is most important - but do take advice from LACC, police, airport operator etc. on how this is to be accomplished / managed	
14.	<u>Immediate Airport Reunions</u> - Assist (where so directed by an appropriate authority or otherwise at own discretion) with any immediate / short term airport reunions, between appropriate FR (typically being MGFR) & their associated uninjured survivors	
15.	<u>Family / Humanitarian Assistance Centre (Hotel / Wherever)</u> - Once the FAC / HAC is ready, request transportation for those MGFR who wish to go there. Do this via LACC / Airport Operator / Police etc. Accompany MGFR to the FAC / HAC It may be that MGFR may prefer to go directly to their homes. If so, make sure that FECs are completed for all such persons / groups - taking particular care to ensure that reliable MGFR onward contact information has been provided. Also ensure that all such MGFR are provided with contact details for the airline's 'emergency telephone / contact centre' (as available / applicable) - and / or an appropriate, reliable airline / airline representative contact number	
16.	*** <u>FAC / HAC</u> - Proceed to FAC / HAC hotel / wherever and meet any other staff already pre-positioned there. Continue to monitor welfare of MGFR, ensuring that they are not disturbed (especially by the media - unless any specific MGFR wishes otherwise) and receive proper rest, refreshment, security and all humanitarian / welfare support, until arrival of the ABCX Airways GO Team. See Checklist 13	
17.	Double check with LACC that all completed FECs have been passed on to airline HQ CMC	
End		

******* Note 2: MGFR go to FRRC & FAC / HAC at their own discretion. They may leave either facility at any time. Should they so leave, ensure that associated FEC(s) have been completed and relevant contact info obtained





CHECKLIST 9 - Passenger Manifest Verification / Reconciliation / Confirmation - PMV

- This checklist is targeted for completion within 90 minutes **or sooner** of initial crisis notification to accident flight's 'station(s) of last departure' - and / or other appropriate station / location
- State **here** (by title[s]) who will potentially be assigned to oversee and/or carry out **this** checklist
- **IMPORTANT** - read the PMV 'important notes' (page 37) **before** starting the checklist i.e. **NOW**

	Action	☑ ?
1	<p>Contact the person responsible for managing the Departure Control System for ABCX Airways at your station (airport) (<i>insert title & contact details here xxxxxxxx / yyyyyyy</i>) and instruct him / her to prepare to 'lock out / spike / freeze' (i.e. deny access) all accident flight related DCS information - when so instructed (by yourself / other appropriate person)</p> <p>(<i>Describe here (one or two short sentences only) the process for how this is to be done - & state (primary & backup persons by title) who is to carry it out - xxxxxxxx</i>)</p>	
2	<p>Print-off 2 x 'final / flown' (i.e. the most accurate & latest available) Passenger Manifests / Lists - (in alphabetical order - surname (last name) first, if possible)</p> <p>Note: such passenger manifests / lists may be provided in various formats e.g. ranging from E-ticket reports to handwritten documents - depending on the agencies / systems involved</p>	
3	<p>Ask another member of staff / whoever to print off a further 10 x 'final / flown' passenger manifest / lists as follows:</p> <ul style="list-style-type: none"> ▪ 5 in alphabetical order (surname (last name) first if possible) ▪ 3 in seat number order (if available / possible) ▪ 2 in boarding sequence (security) number order (if available / possible) 	
4	<p>Arrange with reservations / ticket desk agent / whoever (<i>insert contact details here - xxxxxxxx</i>) to print off 5 x copies of the final / latest booked passenger manifest / list from the computer reservation system (CRS [GDS]) in use for ABCX Airways - and then to 'lock out / spike / freeze / inhibit' the accident flight's records within that CRS / GDS</p>	
5	<p>Also ask person in 4 above to check for any 3rd party passengers on the flight e.g. codeshare / alliance passengers. * If any, direct that he / she takes immediate action to obtain an accurate & current booked / flown / final manifest(s) / similar for all such passengers (e.g. from own records; from the 3rd party or from 3rd party's company representative[s]) & that such 3rd party manifest(s) be clearly labelled as belonging to the 3rd party(s)</p> <p>(* Seek assistance with this task from all & any appropriate persons - as necessary)</p>	
6	<p>Retrieve all pulled paper coupons (tickets) for the accident flight (if any) - and print-off 2 x copies of the 'checked-in' passenger manifest (if available)</p>	
7	<p>Retrieve all pulled boarding cards stubs and / or 'gate reader' records for accident flight</p>	
8	<p>Instruct DCS person to 'lock-out / spike / freeze / inhibit' accident flight's details in DCS</p>	
9	<p>Make arrangements to obtain (ASAP) all other available information which might assist with the PMV task (e.g. Loyalty Scheme records; APIS information; Immigration records etc.)</p>	





10	<p>(If not already there) - proceed immediately to the ABCX Airways LACC (Local Accident Control Centre) or other appropriate 'quiet' location - taking all appropriate documentation /paperwork with you. Start the passenger manifest verification process</p> <p><i>(insert LACC / other details (location and contacts) here - xxxxxxxx)</i></p>	
11	Alphabetically sort ticket coupons & boarding card stubs (by last name / family name etc.)	
12	Transfer names from the 'final / flown' (most current and accurate) passenger manifest / list available to you - to the Manifest Reconciliation Sheet - <i>in groups of 10</i> (see next page)	
13	<p>Using the Manifest Reconciliation Sheet complete the following actions for each name within each group of 10 - as appropriate (Pay particular attention to name spellings to ensure that correct person is checked):</p> <ol style="list-style-type: none"> 1) Try to locate the appropriate name on the checked-in passenger manifest & (if there) tick the associated 'checked-in' column box - indicating that the name was checked-in for the flight 2) Try to locate the pulled ticket coupon for the same name & (if there) tick the associated 'coupon' column box. If there is no coupon for the name because an E-ticket was issued, write 'E Ticket' in the coupon column 3) Try to locate the boarding card stub / gate reader record for the same name & (if there) tick the associated 'boarding card' column box. If an E Ticket had been used as a boarding card, write 'E Ticket' in the boarding card column 4) Try to locate the same name on the Reservations System PNR / PNL lists and (if there) tick the associated 'RES System' (PNR / PNL) column box 5) Try to locate the same name on any other corroborating information available e.g. Loyalty Scheme records; APIS information etc. - and (if there) tick the associated 'other' column box and also specify the information source 	
14	Using info from 13 above - use experience, logic & common sense to decide if each name is to be considered verified or not. If in doubt consider the name to be unverified	
15	<p>When the 10 names within each group have been verified or otherwise - forward a copy of that specific Manifest Reconciliation Sheet to the Controller - LACC who shall, in turn, pass on the details, by fax, email etc. to the CMC Airports Desk at airline HQ</p> <p><i>(insert here all contact details for the CMC Airports Desk at airline HQ - xxxxxxxx)</i></p>	
16	Repeat procedure detailed above (items 13 to 15) until all names on the flight have been verified or otherwise (Note - each time that the Manifest Reconciliation Sheet is passed to Controller - LACC with a new batch of 10 names added - ensure that a suitable system is used to clearly indicate to all concerned which are the 10 new names. Ensure that the number sequence on each sheet is logically correct e.g. sheet 2 = names 11-20; sheet 3 = names 21-30 etc.	
17	As soon as the above has been finished for all passenger names , deliver all the completed paperwork, coupons, boarding cards etc. to the Controller - LACC	
END		





Passenger Manifest Verification (PMV) / Reconciliation Form **Sheet 1** (EXAMPLE)

Flight No: From: To: STD (GMT): A/C Type / No of Seats:

PAX No.	Surname (Last Name)	First Name(s)	M/F/C/I	Boarding Sequence No.	Seat No.	Tick or cross when cross-checked against below records					Verified?
						Checked-in	Coupon	Boarding Card	RES System (PNR/PNL)	Other (Specify e.g. APIS; Frequent Flyer etc.)	
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

EXAMPLE ONLY

1	Samuels	Peter	M	156	20A	✓	E-ticket	✓	✓	Frequent Flyer	YES
2	Smith	A / Mr (NFD)	M	157	20B	✓	✓	✓	✓		YES
3	Smith	M / Mrs (NFD)	F	158	20C	✓	✗	✗	✓		?
4	Thomason	Charlotte	F	159	22E	✓	✓	✓	✓	APIS	YES
5	Thomason	John	M	✗	22F	✗	✗	✗	✓		NO?

NFD = No further details available

RETURN ALL COMPLETED FORMS (i.e. 10 names at a time) TO LOCAL AIRLINE LACC IMMEDIATELY - for onward transmission to airline HQ Crisis Management Centre





PMV - Important Notes:

- You will generally **only** need to carry out the PMV procedure if yours is the **departure** station(s) for the accident flight. (**Note 1** - If more than one '**up-line**' departure station is involved [e.g. a multi-sector flight such as airports A to B to C etc.] - each airport will / may need to carry out its **particular** part of the overall PMV task. This latter should be carefully co-ordinated & overseen **centrally** by appropriate 'airports [ground ops] department' staff at airline HQ. **Note 2** - for passenger airlines operating '**ticketless** operations' - the PMV is typically actioned centrally at **airline HQ** itself - as most corroborating [usually 'electronic'] data will already be available there. Data not held centrally will generally [but not always] be capable of being obtained very quickly - provided the associated processes / procedures are already in place)
- If the accident airline operates a 'frequent flyer' (loyalty scheme) system, obtain (from wherever) the accident flight's associated records and use them as a corroborating / info 'tool' in the PMV process
- If API (Advance Passenger Information) security related data has been collected for the accident flight, obtain (from wherever) such data and use them as a corroborating / info 'tool' in the PMV process
- Obtain and use any other forms / records / info available to assist in the PMV process e.g. immigration records, reservation system records (**P**assenger **N**ame **R**ecords etc.), ticket desk bookings, travel shop / agent bookings etc.
- Ensure that any 'addition/deletion' (**ADL**) & 'last minute changes' (**LMC**) type information concerning all persons on board the accident flight has been collected / accounted for when conducting the verification process. Human error is the danger here as any actual additions, deletions or other changes may not have been recorded (almost certainly inadvertently). Accordingly, it will be necessary to personally contact all appropriate persons involved with the complete check-in and boarding process for the accident flight to confirm that all actual additions, deletions or other changes (if any) were correctly accounted for in the required manner. This must include positioning crew and engineers and any other duty travellers who may have been seated on cockpit or cabin jump seats
- **IMPORTANT** Do not wait until **all** names on the passenger manifest have been checked before forwarding the required information on to airline HQ - instead, forward as the verification process (typically e.g. for groups of 10 names at a time) progresses
- Also verify of the accident flight's **operating crew** by requesting the Operations Duty Manager (ODM) **at airline HQ** to complete this task in conjunction with the airline's Crewing section **and** the accident flight's departure station(s). Request that ODM passes the result of the crew verification check both to you (the person in overall charge of the PMV process) and also to the CMC at airline HQ
- If PMV is not complete within 60-90 minutes of starting, someone from airline HQ CMC should make contact with the person in charge of the PMV process / whoever to enquire about progress and to offer any advice / assistance
- By law and for flight operations into or over **United States of America territory** - the **verified** passenger list (if such exists) must be made available to appropriate US authorities **within 3 hours** of accident notification to the accident airline. The same applies within **European Union countries** (law for EU carriers and 'best practice' for others) - excepting that the time limit is **within 2 hours** of accident notification to the airline

For more information on the PMV process in general - see appendix **D** (page **102**) of **this** document





CHECKLIST 10 - Hospital Teams

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] deployed in support of involved hospitals - during a major aircraft accident type response at or near to **XIA Airport**

	Action	☑ ?
1.	Briefing - Report to LACC for briefing. Obtain information as to which hospitals injured victims have / might have been taken. (Note 1 - Some Uninjured survivors (victims) <i>might</i> have accompanied associated injured survivors to hospitals. Note 2 - Some MGFR <i>might</i> also be present at hospitals). <i>Insert LACC location & contacts here xxxxxx</i>	
2.	Written Log - Maintain log of events (<i>see appendix B template at end of these checklists</i>)	
3.	Latest Passenger List & Crew List - Obtain copies if available, but do not let this delay proceeding to your assigned hospital (you can get them later)	
4.	Proceed to Assigned Hospital(s) - Remember to take with you passes / permits / IDs, communications equipment and the Hospital Emergency Bags / Boxes (1 per each hospital). Ensure that Hospital Emergency Bags / Boxes contain sufficient copies of both P/VRCs and FECs (or local equivalent forms) - the latter (FECs) in case there are MGFR at the hospital who might have information on victims not yet identified	
5.	On Arrival at Assigned Hospital - Report to Reception / Person in Charge etc. Identify yourself as a representative of the accident airline and request that you be able to: <ul style="list-style-type: none"> Identify any injured accident victims (Crew; PAX; Ground Victims) at that hospital Determine condition of injured i.e. life threatening or non-life threatening injuries (Note - these are the terms that the airline will use, even if the hospital uses different terms) Provide appropriate (non-medical) humanitarian / welfare etc. type support to any injured victims - together with any accompanying uninjured victims & MGFR 	
6.	* Contact LACC & provide regular information updates. (Double check that LACC has alerted / activated any local 'company' doctor(s) - and / or any contracted 'medical assistance' company e.g. 'International SOS' / 'Medaire' etc.)	
7.	Request identities / details of any deceased victims (who died at / en route to the Hospital)	
8.	* Circumstances permitting - complete P/VRCs for injured victims. Where possible (e.g. conscious patients with minor injuries) complete P/VRCs face to face. Otherwise, try to complete P/VRCs using any corroborating information available (e.g. associated passports; ID Cards; driving licences and similar. Any accompanying [non-injured] victims present might also be able to assist in this task. Same goes for any MGFR present)	
9.	* As per checklist item 8. Above - do likewise for any deceased victims at the hospital	
10.	* Complete P/VRCs for any uninjured victims present at the hospital	
11.	* Complete FECs for any MGFR at the hospital	
12.	Offer services of the SRC (L) to any uninjured victims present at the hospital	
13.	Offer services of the FAC / HAC to any MGFR present at the hospital	

* Send all completed / partially completed P/VRCs ASAP to LACC [for onward transmission to airline HQ CMC]. Also provide copies of any such P/VRCs & FECs to any 'appropriate authorities' [at the hospital] - as required





Checklist 10 - Hospital Teams - continued

14.	<u>Inform LACC of any 'self-made' reunions</u> at the hospital between victims (injured and / or uninjured) and their associated MGFR / any other family, relatives & friends (FR) present. Also inform any 'appropriate authorities' present at the hospital	
15.	<u>Ascertain immediate needs of hospitalised victims</u> and arrange to meet them insofar as is possible / practicable (e.g. toiletries, clothing, money, hospital bill payment, religious / faith support, counselling, information, communications etc. Refer all financial matters to LACC for onward transmission to airline HQ CMC)	
16.	<u>Visit assigned hospital(s) at least twice a day</u> , or as permitted by Hospital (continue to satisfy the needs of hospitalised victims - insofar as is appropriate / possible / practicable)	
17.	<u>Manage</u> (or assist with) <u>reunions planned to take place at the Hospital(s)</u> - if so permitted	
18.	<u>Assist in Notifying Deaths</u> (i.e. where directed and / or otherwise permitted by local law, custom, culture etc.) - assist Police (and / or other authorities as appropriate) in <u>notifying deaths of other accident flight victims (i.e. not hospitalised) - to their associated hospitalised accident victims</u> - the latter being relevant Next of Kin (closest relative etc.) or equivalent - of the deceased person(s)	
19.	<u>Keep hospitalised survivors informed of progress made on their behalf</u> - such as travel plans (including medical evacuation), lost belongings recovery, enquiries from FR etc.	
20.	<u>Maintain contact with the LACC</u> - e.g. to receive updates on items of information to be passed on (in turn) to hospitalised victims	
21.	<u>Ensure reliable onward contact information is obtained</u> (& passed to LACC) for persons (victims and / or MGFR) discharged from / leaving the hospital(s). Also ensure that all such persons are provided with appropriate & reliable 24H airline contact information	
22.	<u>If applicable - brief & then hand over to the accident airline's Humanitarian Assistance Team</u> (part of ABCX Airways GO Team) upon their eventual arrival at the hospital(s)	
	End	

IMPORTANT NOTE 1

It is possible that the above checklist will not be able to be carried out at hospitals *in certain countries* - as applicable **privacy & data protection** laws mean that accident airline reps might be denied access to **1) injured** victims and their personal info - together with **2) other (uninjured)** victims and / or MGFR / FR who might also be present at hospital(s). This is will particularly so in many 'developed' countries - and will need to be 'managed' accordingly by airline / GHA etc. 'on the day'. However, a developing trend is emerging (as at 2018) whereby such issues are 'practically' not being permitted to unduly get in the way of and / or delay (on a humanitarian basis) 'what needs to be done'

IMPORTANT NOTE 2

GHA's (acting as airline representative) **may also be required to visit non-hospital based mortuaries and / or other locations** (e.g. funeral directors / undertakers) **where bodies of deceased victims may be 'stored'** - for the same purpose as documented in checklist **10** / item **9** (see previous page)

In / at certain countries / locations / facilities etc. the dead might be 'stored' in a manner which most people will find 'appalling / inhumane / absolutely unacceptable' etc. This is typically possible in some (if not most) 'least developed' countries and also in some 'developing' countries. It is unlikely to occur in developed countries

Airlines and airline representatives should be fully prepared for such situation where local circumstances indicate that the likelihood of same happening is assessed as medium to high





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CHECKLIST 11 - Crew (Uninjured Survivor) Reception Centre **Landside** - CRC (L)

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] + appropriate (ideally trained and exercised) hotel staff - both being deployed in support of **CRC (L)** ops- during a major aircraft accident type response at or near to **XIA Airport**. It is assumed that the **CRC (L)** will be located in an appropriate hotel (this might not be so in reality). It is also assumed that AVPORT staff deployed initially to the **CRC (A)** will be required to eventually redeploy to **CRC (L)** - **together with** the accident flight's uninjured crew for whom they are responsible

Note - Uninjured Crew (same applies to uninjured passengers) will typically **not** be permitted to leave the secure holding facilities (CRC [A] and SRC [A] respectively - and to which they were typically first taken after leaving the accident scene) until the appropriate security 'authorities' so permit. This **might** take some considerable time

	Action	☑ ?
1.	<u>Written Log</u> - Maintain log of events (<i>see appendix B template at end of these checklists</i>)	
2.	<u>Continue work</u> at CRC (A) until LACC advises CRC (L) is ready to receive uninjured crew	
3.	CRC (L) - Pre-arrange (via LACC) for CRC (L) hotel staff / whoever, to facilitate arrival of uninjured crew insofar as is possible (e.g. pre-advise hotel of names / numbers of crew to be accommodated; pre-allocation of rooms; rapid check-in & per diem issue; etc.)	
4.	<u>Relocate</u> to CRC (L) as directed - (i.e. escort uninjured crew from CRC [A] to CRC [L] . Take all necessary equipment + CRC (L) Emergency Bag / Box, Crew List copies, completed P/VRC copies and everything else appropriate) <i>Insert Location / Contacts for CRC (L) here - xxxxxxxx & yyyyyyy</i>	
5.	<u>On arrival</u> CRC (L) establish Comms with LACC. Continue to report significant matters	
6.	At CRC (L) - monitor check-in process etc. + arrange for other (immediate to shorter term) requirements to be addressed (e.g. provision of communications, food & beverage, enhanced security etc.) Also set-up an AVPORT / airline representative CRC [L] office	
7.	<u>Humanitarian, Welfare, Religious etc. support</u> - Continue to provide and / or arrange	
8.	<u>Regular briefings for Uninjured Crew</u> - Hold in suitable and private area of CRC (L)	
9.	<u>Crew Fatalities</u> - It might be that uninjured crew are aware of other crew fatalities. Take advice from LACC on how such situation should be managed (especially if next of kin/closest relative etc. of deceased crew are also [will also be] accommodated in CRC [L] facility)	
10.	<u>Take all & any action required to provide additional accommodation for associated FR of uninjured crew</u> - requiring to be co-located with latter at CRC (L) . (Consider room sharing [where so required] in order to achieve this)	
11.	<u>Facilitate Reunions</u> (as required) - Between uninjured crew and associated FR etc.	
12.	(Where directed e.g. by Police) assist in <u>notifying confirmed deaths of accident flight's crew</u> - to any associated next of kin / closest relative / equivalent person located at CRC (L)	
13.	(Where directed e.g. by Police; Medical Examiner; DVI agency) <u>Collect & forward</u> (to LACC / wherever) <u>ante-mortem info provided by associated FR</u> located at CRC (L)	
14.	<u>Assist with appropriate Support</u> (including Financial Support where necessary and as cleared by LACC) - for any FR (of accident flight's crew) also accommodated at CRC (L)	
15.	<u>Make appropriate preparations for eventual arrival of / handover to Airline 'GO Team'</u> - at CRC (L) , as applicable (e.g. arrange briefings, detailed hand-over of responsibilities etc.)	
	End	





CHECKLIST 12 - Passenger (Uninjured Survivor) Reception Centre - Landside - SRC (L)

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] + appropriate (ideally trained and exercised) hotel staff - both being deployed in support of **SRC (L)** ops- during a major aircraft accident type response at or near to **XIA Airport**. It is assumed that the **SRC (L)** will be located in an appropriate hotel(s) (this might not be so in reality). It is also assumed that AVPORT staff deployed initially to the **SRC (A)** will be required to eventually redeploy to **SRC (L)** - **together with** the uninjured PAX for whom they are responsible. (Reminder - Uninjured PAX (and uninjured crew also) will typically **not** be permitted to leave the secure holding facilities (SRC [A] and (CRC [A] respectively - and to which they were typically first taken after leaving the accident scene) until the appropriate security 'authorities' so permit. This **might** take some considerable time

	Action	☑ ?
1.	<u>Written Log</u> - Maintain log of events (<i>see appendix B template at end of these checklists</i>)	
2.	<u>Continue work at SRC (A)</u> until LACC advises SRC (L) is ready to receive uninjured PAX	
3.	SRC (L) - <i>Pre-arrange</i> (via LACC) for SRC (L) staff / whoever, to facilitate arrival of uninjured PAX (e.g. pre-advise hotel of names / numbers of PAX; pre-allocation of rooms; rapid check-in; issue of cash disbursements; room-sharing in appropriate circumstances etc.)	
4.	<u>Relocate to SRC (L)</u> as directed - (i.e. escort uninjured PAX from SRC (A) to SRC (L) . Take all necessary equipment + SRC (L) Emergency Bag / Box, PAX List copies, completed P/VRC copies etc.) <i>Insert Location / Contacts for SRC (L) here - xxxxxxxx & yyyyyyy</i>	
5.	<u>Establish Comms with LACC</u> . Continue to report significant matters	
6.	<u>List (with full contact info included)</u> uninjured PAX electing not to go to (or remain at) SRC (L) - (together with reasons / intentions etc.) Pass list to LACC ASAP. (Ensure P/VRCs completed for all such persons & that they are provided with contact details for the airline's emergency telephone call centre - and / or reliable and appropriate airline/airline rep contact info)	
7.	At SRC (L) - monitor check-in process etc. + arrange for other (immediate to shorter term) requirements to be addressed (e.g. access to communications, food & beverage, enhanced security etc.) Also set-up an AVPORT / airline representative SRC (L) office / desk	
8.	<u>Humanitarian, Welfare, Religious etc. support</u> - Continue to provide and / or arrange	
9.	<u>PAX Fatalities</u> - Follow LACC advice re managing a situation where (some) uninjured PAX might already know of other PAX fatalities. (especially if next of kin / closest relative etc. of such deceased PAX are also [will also eventually be] accommodated in the SRC (L) facility)	
10.	<u>Regular Uninjured PAX briefings</u> - Hold in suitable and private area of SRC (L)	
11.	<u>Take all & any action required to provide additional accommodation and support for associated FR of uninjured PAX</u> - requiring to be co-located with latter at SRC (L) . (Consider room sharing [where so required] in order to achieve this)	
12.	(<i>Where directed</i> e.g. by Police) assist in <u>notifying confirmed deaths of accident flight PAX</u> - to (associated next of kin/closest relative/equivalent person) uninjured PAX located at SRC (L)	
13.	<u>Facilitate Reunions</u> - with associated FR etc. - as directed by LACC / other authority. Note - some <i>missing</i> accident victims could feasibly be associated with some <i>uninjured PAX</i> at the SRC (A) . If so, offer optional transfer to the FAC / HAC facility for latter persons)	
14.	(<i>Where directed</i> e.g. by Police; Medical Examiner; DVI agency) <u>Collect & forward</u> (to LACC / wherever) <u>ante-mortem info provided by uninjured PAX</u> located at SRC (L)	
15.	<u>Ensure reliable onward contact information is obtained</u> (& forwarded to LACC) for any uninjured PAX leaving the SRC (L) longer term. Ensure that all such persons have been provided with appropriate & reliable 24H airline contact information	
16.	<u>Make appropriate preparations for eventual arrival of / handover to Airline 'GO Team'</u> - at SRC (L) , as applicable (e.g. arrange briefings, detailed hand-over of responsibilities etc.)	
	End	





CHECKLIST 13 - Family Assistance Centre - FAC (Humanitarian Assistance Centre [HAC])

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] + appropriate (ideally trained and exercised) hotel staff - both being deployed in support of **FAC / HAC** ops- during a major aircraft accident type response at or near to **XIA Airport**. It is assumed that the **FAC / HAC** will be located in an appropriate hotel(s) (this might not be so in reality). It is also assumed that AVPORT staff deployed initially to the FRRC will be required to eventually redeploy to the **FAC / HAC** - **together with** the MGFR for whom they are responsible

	Action	☑ ?
1.	<u>Written Log</u> - Maintain log of events (<i>see appendix B template at end of these checklists</i>)	
2.	<u>FRRC</u> - Continue assisting at FRRC until LACC advises FAC / HAC is ready to receive MGFR	
3.	<u>FAC Hotel / Facility</u> - Pre-arrange (via LACC) for FAC / HAC staff / whoever, to facilitate arrival of MGFR (e.g. pre-advise hotel of names / numbers; pre-allocate rooms; rapid check-in; issue of cash disbursements; room-sharing in appropriate circumstances etc.)	
4.	<u>Relocate</u> to FAC / HAC as directed - (i.e. escort MGFR from FRRC to FAC / HAC . Take all necessary equipment + FAC / HAC Emergency Bag / Box , PAX & Crew List copies, completed FEC copies etc.) Insert Location / Contacts for FAC / HAC here - xxxxxxxx & yyyyyyy	
5.	<u>Establish Comms with LACC</u> . Continue to report significant matters	
6.	<u>List</u> (with full contact info included) <u>MGFR electing not to go to</u> (or remain at) FAC / HAC - (together with reasons / intentions etc.) Pass list to LACC ASAP. (Ensure FECs completed for all such MGFR + that they are provided with contact details for the airline's emergency telephone call centre - and / or reliable and appropriate airline / airline rep contact information)	
7.	At FAC / HAC - monitor check-in process etc. + any other appropriate matters - as required (e.g. access to communications, food & beverage, enhanced security etc.)	
8.	Continue completing and processing / distributing FECs - as required	
9.	<u>Humanitarian, Welfare, Religious & other support</u> - Continue to provide and / or arrange	
10.	<u>Set up & arrange appropriate manning & support for a Joint Family Support Operations Centre (JFSOC)</u> within / near to the FAC / HAC (take direction from LACC on this). (Note -if setup of a JFSOC is not applicable / required / advisable - set-up and operate an AVPORT / airline rep FAC / HAC office desk instead)	
11.	<u>Regular MGFR briefings</u> - Hold in suitable and private area of FAC / HAC	
12.	<u>Assist with Financial Support</u> - for MGFR (as required & until airline can take over this task)	
13.	(Where directed by appropriate authority e.g. Police etc.) <u>Assist in notifying confirmed deaths of accident flight victims</u> - to (associated next of kin/closest relative/equivalent person) MGFR located at / attending the FAC / HAC	
14.	<u>Facilitate Reunions</u> (where possible / practicable) - with associated accident victims, as directed by LACC and / or other appropriate authority. (Reunions typically take place at any of CRC (L) ; SRC (L) ; hospital(s) or mortuary / mortuaries i.e. not at the FAC / HAC facility itself)	
15.	(Where directed by appropriate authority e.g. Police; Medical Examiner; DVI agency etc.) <u>Collect & forward</u> (to LACC / wherever) <u>ante-mortem info provided by MGFR</u> located at / attending the FAC / HAC	
16.	<u>Ensure reliable onward contact information is obtained</u> (& forwarded to LACC) for any MGFR leaving the FAC / HAC longer term. Also ensure that all such persons have been provided with appropriate & reliable 24H contact information for the airline / airline rep	
17.	<u>Arrange for arrival of airline 'GO Team'</u> - at FAC , if applicable. Arrange briefing & handover of responsibilities for MGFR to GO Team - as appropriate	
	End	





CHECKLIST 14 **Airport Operator's Emergency Operations Centre** - EOC

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] deployed in support of the airports EOC - during a major aircraft accident type response at or near to **XIA Airport**

	Action	☑ ?
1.	Briefing - Report to the LACC for briefing <i>Insert LACC location & contacts here xxxxxxx</i>	
2.	Written Log - Maintain log of events <i>(see appendix B template at end of these checklists)</i>	
3.	Airport Operator's EOC - Proceed to EOC & report to the person in charge. Take passes / permits; checklist; crisis contacts telephone directory; latest accident flight's PAX & crew list copies, dangerous goods details, cargo details, estimated fuel on board; mobile phone and / or radio (Tetra?) with spare batteries / charging equipment etc. i.e. take the EOC Emergency Bag / Box with you <i>Insert Location / Contacts for Airport Operator EOC here xxxxxxxx / yyyyyyy</i>	
4.	Establish Communications with LACC - Continue to report significant matters	
*5.	Act as Airline Liaison Representative at EOC	
6.	When / if <u>presence in EOC is no longer required</u> , request LACC for reassignment of crisis related duties	
	End	

IMPORTANT: *Re checklist 14 / item 5 above, the accident **airport** will be expecting vital info / inputs / co-operation from the accident airline rep present at the EOC. To get some idea of what this might involve, see (*separate* document in this Guidelines series - **Airport Emergency Plan Volume 2B - Checklists**). You will find this latter document on the webpage found at the end of this [link](#). When it opens, scroll down until you find the document named in the above paragraph. Click on the appropriate link to open the document. Refer to Sub-Section 3J (for accident airline checklists) and 3K (for the equivalent GHA / Local Airline Rep checklists)

Note 1 - The **airport operator's 'emergency operations centre (EOC)'** (or equivalent title as used at **your** own particular airport) is **NOT** the same thing as the airline's / handling agents / airline representative's '**local accident control centre (LACC)**' for the same airport. The two are different facilities, at different XIA locations - with different functions

Note 2 - It is recommended that the airline's station manager / most senior airline representative does **NOT** deploy to the EOC as per above - but sends an appropriately senior / experienced person in his / her place. This is because the station manager's / senior airline rep's primary place of duty is **always** at the airline's local LACC. (For similar reasons the station manager / senior airline rep should also **NOT** be the traffic / ramp etc. person to deploy as part of the Crash Site Team [see checklist No 4])

Note 3 - the **airport operator** (or other, appropriate 'authority' e.g. police) is generally responsible for any **airport** based process for matching & reuniting accident victims with associated family, relatives & friends (including any 'meeters & greeters' type FR [MGFR] as appropriate) - with the accident airline / airline representative and others contributing to the process. It is of vital importance to the accident airline that this process is addressed and accomplished in the most effective, efficient, expeditious & sensitive manner possible - and the airline rep in the **airport's EOC** should monitor that this is so - passing on any 'problem areas' of concern back to Controller LACC for resolution (Note - the **off-airport** reuniting process is generally an **airline** responsibility - shared with others e.g. Police)





CHECKLIST 15 - Potentially involved station(s) / airports - geographically *previous* to accident location

Note 1 - This checklist relates geographically to **involved origin / departure / up-line** Airport(s) of an accident flight i.e. in circumstances where the accident occurs **after** the aircraft's departure from the local area of its single, origin / departure airport (single sector flight e.g. airport A to airport B) **OR after** departure from multiple origin / departure airports (multi-sector flights [typically using same flight number] e.g. airport A to airport B to airport C)

This checklist is for AVPORT - in circumstances where it is the ABCX Airway's (accident airline's) contracted ground handler at any of such *origin / departure / up-line* station[s] / airport[s]) as described above

Note 2 - If accident occurs at the destination / arrival / downline airport **at which ABCX Airways HQ** (including its OCC) is located - the requirements of the below checklist **must** be **adjusted** accordingly to account for this

	Action	☑ ?
1.	If you think that you are the first AVPORT staff member to become aware of emergency situation, take appropriate & immediate action as per below. Also start & maintain a written log (record) of events by time (see appendix B template following these checklists)	
2.	If you are not the AVPORT senior person on duty / on call - then <u>alert such person</u> (of the crisis) <u>immediately</u> . Hand over responsibility for completion of this checklist to that person ASAP. (This checklist now continues on the assumption that the handover has been done. Where this is not so, the 'first person' is to <i>continue this checklist</i> until the appropriate, senior AVPORT person <i>has</i> taken over). <i>Insert appropriate contact information here xxxxxxxx</i>	
3.	<u>Ensure relevant emergency services are aware of crisis situation & are responding / will respond</u> (Note - only do this if you have reasonable cause to believe that the accident flight's next [arrival / downline] station[s] / airport[s] is / are unable [for whatever reason] to do this. [Quickest way to check latter is to telephone the next destination etc. directly & enquire]). <i>Insert here details of how to find the appropriate contact information xxxxxxxx</i>	
4.	Where appropriate (see 'note' to checklist item 3 further above) <u>notify ABCX Airways OCC</u> (at airline HQ) of the crisis situation. <i>Insert OCC contacts here xxxxxxxx</i>	
5.	<u>Initiate</u> your AVPORT <u>internal / local crisis alerting</u> (callout) <u>& activation plan</u>	
6.	<u>Activate</u> your AVPORT <u>LACC</u> facility at your station / airport / equivalent office location	
7.	<u>Notify</u> accident airline's local <u>Country / Area / Regional / Town</u> office staff (as applicable) - <i>Insert appropriate contact information here xxxxxxxx</i>	
8.	As appropriate (see 'note' to checklist item 3 further above) <u>complete & send 'accident message'</u> (format at appendix A following these checklists) to OCC at ABCX Airways HQ	
9.	Organise (as applicable to your station / airport) <u>for rapid collection & securing of following</u> (all relating to accident flight) - <u>for eventual Passenger List Verification</u> (Reconciliation) <u>task</u> : <ul style="list-style-type: none"> Ticket Coupons Boarding Card Stubs / Gate Reader print outs E-Ticket Passenger Summaries (Checked / Boarded / Flown) Checked / Boarded / Flown (Latest) Passenger List Latest General Declaration / Crew List Last minute changes (LMC) + Additions & Deletions (ADL) re any of above Onward / connecting flight details and similar Anything else relevant e.g. API; PNR; frequent flier info; immigration records etc. 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>





CHECKLIST NUMBER 15 - continued

10.	Organise (as applicable to your station / airport) for accident flight's <u>Departure Control System (DCS) information</u> - to be 'frozen /spiked /inhibited /locked-down' i.e. access to all PAX & Load Control data denied , except for specifically authorised use	
11.	Organise (as applicable to your station / airport) for details of accident flight's latest (Flown) <u>PAX List, Crew List (GD), Cargo Manifest etc., Load-sheet / Loading Message(s), *Dangerous Goods Docs etc.</u> - to be collected and safeguarded. Send ASAP (email; FAX etc.) to ABCX Airways OCC at airline HQ + also to all appropriate down-line stations / airports from you. Telephone airline OCC and each such down-line station(s) to confirm safe receipt of same. (* Re Dangerous Goods - see note at end of this checklist - NOW)	
12.	Where appropriate for your station / airport (or as directed by accident airline) - <u>initiate Passenger List Verification (PMV) procedure immediately</u> (see Checklist Number 9)	
13.	<u>Collect and safeguard all other appropriate documentation etc. related to the accident flight</u> which is available at / relevant to your station / airport e.g. Operational Flight Plan, ATC Flight Plan, NOTAM brief, Meteorological brief, Tech Log sheet(s), Refuelling record(s) & fuel samples, De-icing records etc. Send copies (email; FAX etc.) to ABCX Airways OCC at airline HQ - when time / workload so permits	
14.	Organise / arrange (with the appropriate arrival / destination / downline station[s]; airline HQ etc.) for their completed P/VRC copies to be forwarded (via email; FAX etc.) to you without delay (e.g. in batches of around 20 [as they are completed by station / received by airline HQ])	
15.	<u>Set up & operate</u> (or prepare to 'set up and operate' as per actual circumstances 'on the day') a <u>local Family, Relatives & Friends Reception Centre</u> . (See also Checklist 8 & appropriate [FRRC] parts of this document's Section 4 'Glossary'). Note 1 - FRRC will typically be located at your Airport - BUT might possibly be at some other, appropriate location instead. All involved (including those based off-airport) are to be alerted and requested to carry out their SOPs for set up, manning and operation of the airport or local (off-airport) equivalent facility FRRC. Note 2 - Send your completed FEC copies (via email; FAX etc.) to appropriate arrival / destination / downline station[s]; airline HQ etc. Do this e.g. in batches of around 20 (as they are completed)	
16.	<u>Set up & operate</u> (or prepare to 'set up and operate' as per actual circumstances 'on the day') a <u>local Family / Humanitarian Assistance Centre</u> . (See also Checklist 13 & appropriate [FAC / HAC] parts of this document's Section 4 'Glossary'). Note 1 - FAC / HAC will typically be located at an appropriate off-airport facility. All involved (including those based off-airport) are to be alerted & requested to carry out SOPs for set up, manning & operation of the FAC / HAC. Note 2 - Send any further completed FEC copies (via email; FAX etc.) to appropriate arrival / destination / downline station[s]; airline HQ etc. Do this e.g. in batches of around 20 (as they are completed)	
17.	<u>Review checklists 1 to 14 and 16 to 18. Carry out</u> (delegating / seeking assistance where necessary) any and all actions in these other checklists, which might also be relevant to the particular crisis situation at your own station / airport	
End		

* Note: If Dangerous Goods carried on board accident aircraft, the additional, following information (related to such dangerous goods specifically) is to be obtained & forwarded to the appropriate emergency services (wherever in the world they might be) **without delay**:

Proper shipping names / UN Number / Class / Compatibility group for Class 1 goods / Subsidiary risk / Quantity / Location on board aircraft / Brief, plain language description of Dangerous Goods / More definitive information on any radioactive material carried. The appropriate government authority (i.e. in State [Country] where Accident Occurred) responsible for Dangerous Goods must also be advised without delay of the above information (ICAO requirement)





CHECKLIST 16 - Potentially involved station(s) / airports - geographically *after* accident location

Note 1 - This checklist relates geographically to **involved destination / arrival / down-line** Airport(s) of an accident flight i.e. where the accident occurs **before** the aircraft's arrival in the local area of its next destination / arrival airport (single sector flight e.g. airport A to airport B) **OR before** arrival in the local area of any destination / arrival airport(s) further down-line (multi-sector flights [typically using same flight number] e.g. airport A to airport B to airport C)

This checklist is for AVPORT - in circumstances where it is the ABCX Airway's (accident airline's) contracted ground handler at such *destination / arrival / down-line* station[s] / airport[s]

Note 2 - If accident occurs at the origin / departure / up-line station and/or airport **at which ABCX Airways HQ** (including its OCC) is located - the requirements of the below checklist **must** be **adjusted** accordingly to account for this

	Action	☑ ?
1.	If you think that you are the first AVPORT staff member to become aware of emergency situation, take appropriate & immediate action as per below. Also start & maintain a written log (record) of events by time (<i>see appendix B template following these checklists</i>)	
2.	If you are not the AVPORT senior person on duty / on call - then <u>alert such person</u> (of the crisis) <u>immediately</u> . Hand over responsibility for completion of this checklist to that person ASAP. (This checklist now continues on the assumption that the handover has been done. Where this is not so, the 'first person' is to continue this checklist until the appropriate, senior AVPORT person has taken over). <i>Insert appropriate contact information here xxxxxxxx</i>	
3.	<u>Ensure relevant emergency services aware of crisis situation & responding / will respond</u> (Note - only do this if you have reasonable cause to believe that the accident flight's previous [departure / upline] station[s] / airport[s] is / are unable [for whatever reason] to do this. [Quickest way to check latter is to telephone the previous destination etc. directly & enquire]). <i>Insert here details of how to find the appropriate contact information xxxxxxxx</i>	
4.	Where appropriate (see 'note' to checklist item 3 further above) <u>notify ABCX Airways OCC</u> (at airline HQ) of the crisis situation. <i>Insert OCC contacts here xxxxxxxx</i>	
5.	<u>Initiate</u> your AVPORT <u>internal / local crisis alerting</u> (callout) <u>& activation plan</u>	
6.	<u>Activate</u> your AVPORT <u>LACC</u> facility at your station / airport / equivalent office location	
7.	<u>Notify</u> accident airline's local <u>Country / Area / Regional / Town</u> office staff (as applicable) - <i>Insert appropriate contact information here xxxxxxxx</i>	
8.	As appropriate (see 'note' to checklist item 3 further above) <u>complete & send 'accident message'</u> (format at appendix A following these checklists) to OCC at ABCX Airways HQ	
9.	Organise (as available at your station / airport) for accident flight's <u>Departure Control System (DCS) information</u> - to be ' <u>frozen /spiked /inhibited /locked-down</u> ' i.e. access to all PAX & Load Control data denied , except for specifically authorised use	
10.	Organise / arrange (with the appropriate origin / departure / upline station[s] etc.) for <u>accident flight's latest</u> (Flown) <u>PAX List</u> , <u>Crew List</u> (GD), <u>Cargo Manifest</u> etc., <u>Load-sheet / Loading Message(s)</u> - to be sent (via email; FAX etc.) to you ASAP. Telephone appropriate source station(s) to confirm receipt. <i>Insert appropriate contact information here xxxxxxxx</i>	





CHECKLIST NUMBER 16 - continued

11.	Organise / arrange (with the appropriate origin / departure / upline station[s]; airline HQ etc.) for their completed P/VRC copies to be forwarded (via email; FAX etc.) to you without delay (e.g. in batches of around 20 [as they are completed by station / received by airline HQ etc.])	
12.	<p><u>Set up & operate</u> (or prepare to ‘set up and operate’ as per actual circumstances ‘on the day’) a <u>local Family, Relatives & Friends Reception Centre</u>. (See also Checklist 8 & appropriate [FRRRC] parts of this document’s Section 4 ‘Glossary’)</p> <p>Note 1 - FRRRC will typically be located at your Airport - BUT might possibly be at some other, appropriate location instead. All involved (including those based off-airport) are to be alerted and requested to carry out their SOPs for set up, manning and operation of the airport or local (off-airport) equivalent facility FRRRC</p> <p>Note 2 - Send your completed FEC copies (via email; FAX etc.) to appropriate origin / departure / upline station[s]; airline HQ etc. Do this e.g. in batches of around 20 (as they are completed)</p>	
13.	<p><u>Set up & operate</u> (or prepare to ‘set up and operate’ as per actual circumstances ‘on the day’) a <u>local Family / Humanitarian Assistance Centre</u>. (See also Checklist 13 & appropriate [FAC / HAC] parts of this document’s Section 4 ‘Glossary’)</p> <p>Note 1 - FAC / HAC will typically be located at an appropriate off-airport facility. All involved (including those based off-airport) are to be alerted and requested to carry out SOPs for set up, manning and operation of the FAC / HAC</p> <p>Note 2 - Send any further completed FEC copies (via email; FAX etc.) to appropriate origin / departure / upline station[s]; airline HQ etc. Do this e.g. in batches of around 20 (as they are completed)</p>	
14.	Review checklists 1 to 14 and 16 to 18. Carry out (delegating / seeking assistance where necessary) any and all actions in these other checklists, which might <i>also</i> be relevant to the particular crisis situation at your own station / airport	
End		



CHECKLIST 17 - ABCX Airways '(Station) Airport Nearest' to Accident Location

This checklist is for AVPORT - In circumstances where latter is ABCX Airway's (accident airline's) contracted ground handler at ABCX Airways '(station) airport nearest' to the accident location

	Action	☑ ?
1.	<p>Assist accident airline (ABCX Airways) in all possible ways to implement the various operational and emergency requirements required by accident location / circumstances etc. For example (this list is far from exhaustive - please expand it where required):</p> <ul style="list-style-type: none"> ▪ Selection of a suitable ‘GO Team Airport Nearest’ the accident location (note that this might need to be a military / government / private etc. airport - and will thus be subject to gaining appropriate operating approvals & clearances) ▪ Assistance with various clearances and approvals required (over-flight, landing, security, diplomatic, military etc.) for GO Aircraft (GO Team / Kit) to be able to deploy to ‘GO Team Airport Nearest’ - as appropriate ▪ Assistance with providing handling and other manpower support at ‘GO Team Airport Nearest’ + any en route ‘staging’ airports etc. - as appropriate ▪ Assistance in providing appropriate local transportation at ‘wherever’ ▪ Interpreting (& arranging interpretation) when appropriate ▪ Deploying AVPORT manpower to ‘GO Team Airport Nearest’ - if so directed by airline ▪ General troubleshooting, facilitating & fixing of problems etc. 	<div>☐</div> <div>☐</div> <div>☐</div> <div>☐</div> <div>☐</div> <div>☐</div> <div>☐</div>
2.	If your Station / Airport is also up-line or down-line from the incident flight’s location, review Checklists 15 & 16 and use these to guide your actions in accordance with actual circumstances on the day	
3.	Maintain a record (log) of all occurrences (see appendix B template following these checklists)	
	End	

Notes

1. ‘(Station) Airport Nearest’ and ‘GO Team Airport Nearest’ may not be the same airport (see ‘Glossary’ for associated definitions - starts page 57)
2. ‘(Station) Airport Nearest’ may be the accident flight’s up-line (origin / departure) or down-line (arrival / destination) station **or** may be none of these
3. This checklist is only expected to be activated for an off-airport accident (i.e. the word “airport” as used here referring to ‘ABCX Airways’ **on-line** airports) occurring at some *** considerable distance from the nearest on-line airport served by the airline**

✴ As “considerable distance” (as used here) is *deliberately* a rather vague term - the local ABCX Airways Station Manager / GHA (Airline Representative) of “(Station) airport nearest” is to use common sense & logic in deciding whether to implement this checklist prior to any direction coming from the ABCX Airways itself



CHECKLIST NUMBER 18 - Dealing with the Media

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] deployed anywhere in support of a major aircraft accident type response involving ABCX Airways

	Action	☑ ?
1.	In general, all AVPORT staff should avoid situations where they might be 'forced' to talk to the media. Particularly avoid being ' <i>door-stepped</i> ' (i.e. where a number of media gather round (circle) and confront you with demands for information; statements etc. This can most easily happen e.g. when walking from car to office - and vice versa. It can also happen at your home!)	
2.	Before being 'forced' into the action described in 3 below, make every effort to contact and take direction / instruction on dealing with the media - from 1) appropriate airline HQ management (i.e. typically from Corporate Communications and / or Public Relations) 2) the appropriate (airline) Country Manager etc. (if there is one?) or 3) (exceptionally and as a last resort) the local PR Agency engaged by the airline (if there is one?) Follow any instructions given by the airline exactly & provide regular feedback on local media situation, until such time as the airline GO Team arrives at / near to your location	
3.	If extreme circumstances 'force' AVPORT to 'deal' with the media and it has not been possible to take direction / instruction as per 2 above, (for whatever reason), the most appropriate AVPORT senior manager available might wish to use / adapt the following 'script' for guidance - unless and until briefed otherwise by appropriate airline management (NB : no one other than this senior manager should speak to the media except as described further below): <i>'.....Please contact the airline for formal comment on this matter</i> <i>However, what I can say is that it is standard airline procedure to activate its Crisis Management Centre immediately at times such as this. This Centre is expected to widely publish contact information as soon as possible, specifically for media use</i> <i>Obviously our first priority here locally is to look after the well-being of all those involved - both passengers & crew - together with any associated families, relatives & friends - insofar as we are able to. Our thoughts at this moment are with all who might be involved. Thank you</i> (Reminder - DO NOT TAKE ANY QUESTIONS) For all other staff similarly confronted by the media, simply state something like ' <i>..... I am unable to comment on this matter. Please wait for formal comment from the airline involved</i> ' (IMPORTANT - Never use the term 'no comment')	
4.	Be prepared to read out press releases/statements to the media in the local language(s) - as supplied and when so directed by the airline	
5.	On arrival of airline GO Team, a senior and appropriately experienced AVPORT manager should be assigned to assist the ABCX Airways Crisis Communications sub-team (part of GO Team) in all matters related to dealing with the media locally	
	End	





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Appendix A to GHA ERP Guideline

Air Accident Notification Message - ICAO Format

- **Aircraft Type / Model & Registration**
- **Names of Aircraft's Owner, Operator and Hirer**
- **Name, address & telephone number of Pilot in Command**
- **Date and time (GMT/UTC) of accident**
- **Last point of departure & next point of intended landing of the aircraft involved**
- **Accident position in relation to some easily defined geographical location** (also provide latitude and longitude and / or appropriate map grid reference if possible)
- **Number of crew (& similar) on board & numbers killed and / or seriously injured**
- **Number of passengers on board & numbers killed and / or seriously injured**





- Number of ground victims killed and / or seriously injured as a result of the accident
- Brief circumstances of the accident - as far as is known
- Brief Description of Accident Site

Notes:

IF the airline's Operations Control Centre's Duty Manager (ODM) or Flight Safety Department etc. - *HAS NOT ALREADY DONE SO* - then a 'responsible person' from AVPORT should:

- ✚ Initially *telephone* as much as possible of the accident message to the relevant * Air Accident Investigation Authority on + ***** TEL

* Note: For ABCX Airways accidents occurring *at or near the station / airport* where it (the airline) is entirely represented by AVPORT (the contracted GHA) - then it is highly likely that the GHA will need to transmit the accident message (see above) to the Air Accident Investigation Authority *in the country (State) where the accident occurred*. Accordingly, *full 24H contact information* for this latter Authority must be maintained by the GHA. In such circumstances, the GHA is to advise the airline's ODM that the message has been passed and exactly what information was provided

- ✚ Provide the relevant Air Accident Investigation Authority with the details of the person sending the accident message - together with reliable 24H contact information
- ✚ Follow up as soon as possible with a written FAX + * * * * * or SITA * * * * * or email *****@*****. ** of the completed accident message

Do not delay transmission of either message above if some of the information required is not available (you can send updates later)





STATION LACC LOG SHEET - LOCATION (Please insert)

Photocopy and use additional blank sheets as required

Note: Other * appendices to this document continue / resume *after* Section 4 - see page 102

* There is no appendix 'C' in this document. This is deliberate





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Reminder before reading Section 4

Sections 1, 2 & 3 constitute the **abbreviated** version of this guideline. The **abbreviated** version is specifically targeted at very experienced and knowledgeable **GHA** emergency response planners / managers / team leaders **only** i.e. those able to confidently plan / update their own, local (**GHA**) ERP in accordance with the **abbreviated** portion of this guideline **alone**

For **GHA** emergency planners etc. requiring a 'more complete' **GHA** ERP guideline - and / or where further guidance is needed, **supplementary** Sections 4 & 5 of this document **must also** be consulted and used to put together a **full** (non-abbreviated) version of the **GHA** ERP

To make this absolutely clear - the intent here is that only those very confident in using the **abbreviated** version use Sections 1 through 3. Those requiring the **full** version **must** combine Sections 4 & 5 with Sections 1 to 3

If in doubt, it is strongly recommended that the full version **always** be consulted / prepared / used





Section 4 - Glossary

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

GHA's specifically should use the glossary material to help better understand what is required in Sections 1, 2 and 3 of this document (and Section 5 also - as required) which, when completed - will become the '**AVPORT**' **ERP** for your own Station / Airport

Note that this glossary has, in general, been written against a background of a scheduled, passenger airline operation (ABCX Airways) - but can be adapted to many other types of aircraft operator operation (e.g. charter, cargo, VIP) as required





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><u>Hospital Emergency Bag(s)</u> 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><u>Mortuary Emergency Bag(s)</u> 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"> <u>Uninjured Crew Reception Centre - Landside / CRC (L)</u> <p>PLUS (+)</p>	<p><u>CRC (L)</u> located at ***** (usually in a land-side hotel - different from <u>SRC (L)</u> & <u>F/HAC</u> hotels)</p> <p><u>CRC (L) Emergency Bag</u> stored at *****</p> <p>Contents same as for LACC bag <i>except</i> for FECs & Dangerous Goods</p>
<ul style="list-style-type: none"> <u>Uninjured Passenger Reception Centre - Landside / SRC (L)</u> 	<p><u>SRC (L)</u> located at ***** (usually in a hotel different from <u>CRC (L)</u> and <u>F/HAC</u> hotels)</p> <p><u>SRC (L) Emergency Bag</u> 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 FRRc, 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 FRRc (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 FRRc(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 FRRc should be followed and adapted insofar as is possible, actual circumstances 'on the day' so permitting

Note 1 - the FRRc & the FAC are **different** facilities, at **different** locations & with **different** (but related) functions. **Note 2** - the FRRc 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 FRRC 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 / SRC s / 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)





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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

Note - attachments 1A to 1C to this 'GLOSSARY' (Section 4) are shown on pages 99 - 101





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Att. 1A to Glossary - **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 to Glossary - (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 to Glossary - 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 appendices **J1** & **J2** of this document (starts page **117**) for examples of these UK Police Forms





Appendix D to GHA ERP Guideline (note that an 'Appendix C' has not been used in this document)

Crew List (GD) & Passenger List (Passenger *Manifest*) - Verification Procedure - General

GENERAL INFORMATION

Crew List (GD)

The airline will typically manage the simple and quick task of “verifying” the accident flight’s *crew list* (sometimes also known as a ‘General Declaration - GD’) via its Operations Control & Crew Control departments at airline HQ - together with input from the airline’s Station Manager / representative - at the station(s) of *last* departure of the accident flight. Once verified, the final crew list should be passed without delay to the airline team centrally *overseeing* the entire verification process i.e. typically to the airline’s *Airports Department* (known in some airlines as ‘ground operations’) - *Crisis Support Unit duty person* - typically located in the airline’s Crisis Management Centre at airline HQ

Note - extra care must be taken to account for any last minute crew changes at the departure station(s) (e.g. due sickness, which may be known to local station staff [typically Station Manager / Ground Handling Agent etc.] - but which may [e.g. due to human error] have not been passed on to airline HQ). Care is also required to ensure that persons seated on cockpit jump seats - and cabin crew seats in the main cabin (i.e. mainly certain authorised staff on duty travel - not able to take a normal passenger seat for whatever reason) are adequately accounted for

Passenger List (Passenger Manifest)

For ‘professionally run / quality’ airlines, the accident flight’s passenger manifest (where one is required e.g. by legislation, regulation, best practice etc.) *will almost always be available* - and will *almost always be very accurate*, but not necessarily 100% so. For other airlines, this may not be the case for a number of reasons. Lastly, circumstances beyond any airline’s control might lead to a passenger manifest not being available at all **OR** - if available, not being quickly available; not being accurate etc.

Assuming that ABCX Airways fits into the former (first) category above, it will be necessary to **further** check (verify / reconcile / confirm) the most accurate passenger manifest list available (however it might have been produced / obtained), in order to thus make it as close to 100% accurate and complete, as possible

This process / procedure is generally known by the term ‘*Passenger Manifest Verification or Reconciliation or Confirmation (PMV)*’ - and typically involves the use of *independent, corroborating* information to further enhance the accuracy of said manifest. There are several ways of achieving this - generally in combination (and as available):

Airlines Using ‘Normal’ Paper Tickets (Ticket Coupons) and Boarding Cards

‘Pulled’ Ticket Coupons

Collect the ticket coupons which will have been taken (pulled) from the accident flight’s checked-in passenger tickets (i.e. as they checked in) - and arrange them (by *last* name) in *alphabetical* order





Now check each pulled ticket coupon, one by one, and find the corresponding name on the *most accurate and current passenger manifest list available* (most passenger manifest lists show names alphabetically - by last name [surname or family name] - followed by first name(s) or initials

If a coupon name matches a manifest name more or less exactly, then the latter may be considered to be *potentially* 'verified' and that particular person is *potentially* 'assumed' to have been actually on board the accident flight aircraft - unless there is other evidence to believe otherwise. This potential verification is then combined with other forms of potential verification from different sources - if available (e.g. boarding card information) - to eventually further confirm the verification

Repeat the process for all remaining coupons. As batches (e.g. 10 at a time) of names are verified, pass on this information without delay to the airline HQ's Crisis Management Centre by telephone, backed up by Email, FAX, SITA message etc.

At the end of the procedure, list all names on the manifest which were *unable* to be potentially verified, for whatever reason (but give the reason if possible e.g. conflicting spellings / gender; missing etc.). Try again (one more time) to make a match with these remaining unverified names. Finally, pass the list of any remaining 'unverified names' to the airline HQ's Crisis Management Centre by telephone, backed up by Email, FAX, SITA message etc.

Note - It is acknowledged here that very few airlines still (2018) use ticket coupons during normal operations. The information provided above will be removed when the world-wide use of ticket coupons ceases

Boarding Cards

Carry out a similar process to that described above for ticket coupons - but this time using the airline retained portion of boarding cards

Note - A portion of the 'old fashioned' boarding card is typically retained by the airline as the passenger leaves the departure gate in order to board the aircraft. The other portion (the stub) is typically retained by the passenger for presentation to the cabin crew on entering the aircraft

Alternatively, the complete boarding card can be fed by gate staff into an automated 'gate reader' which sends 'boarded' information to the airline's DCS (Departure Control System) - where it is used to compile the **boarded** passenger list for the flight. A later variation involves scanning of a bar code on the boarding card. In such cases the boarded passenger list can generally be assumed to be the *most accurate and current passenger list available at that point in time*

Airlines using E Tickets

Boarding cards may still be issued for customers checking-in with *E Tickets* - therefore, the 'boarding card' process already described above may be followed. Alternatively, the E ticket itself (as printed by the passenger - typically after receipt via the internet) often now serves as the boarding card - with the E ticket bar code scanned on boarding - as also described further above. Furthermore, it is now possible to have an E Ticket (including integrated boarding pass) stored e.g. on personal, mobile electronic devices such as smart phones etc. This 'electronic' information is 'read' on check-in, on boarding etc. - and updated once the flight departs





Additionally, the computer system storing all such *E Ticket data* is generally *updated* (by the Departure Control System [DCS] in use at the departure airport) *at each stage* of the process of getting the customer through the airport and into the air i.e. after check-in; after boarding and after the aircraft has actually departed (flown)

Therefore, this data must be obtained and also used as an integral part of the verification cross-checking process - where appropriate. In fact, in the circumstances describe above, the 'flown' passenger list may effectively be regarded as being almost 100% confirmed / verified by default **BUT** - as human error can never adequately be accounted for - corroborating measures should still be used as described herein

Note - the 'boarded' passenger list and the 'flown' passenger list will be the same unless a passenger subsequently leaves the aircraft after boarding has taken place - but before take-off (rare but possible). In such circumstances the 'flown' passenger list should be corrected accordingly - but there is a risk here that this might not be done - most probably due to 'human error'

Additions, Deletions and other Changes

Ensure that any '*additions and / or deletions list - ADL*' and '*last minute changes - LMC*' type information concerning all on board has been collected and accounted for when conducting the verification process. Human error is again the danger here as any actual additions, deletions or other changes may not have been recorded and / or been recorded inaccurately (usually inadvertently of course)

Accordingly, it will usually be necessary to personally contact all appropriate persons who had been involved with the complete check-in and boarding process for the accident flight - to try to confirm with them that all actual additions, deletions or other changes (if any) were accounted for in the required manner

Other Sources of Corroborating Information / Data

Includes 'loyalty scheme' (frequent flyer) type records, Advance Passenger Information - API / APIS (security) type data, immigration records, reservation (ticket booking) records, Information subsequently provided by family, relatives and friends associated with accident flight's passengers etc. (This list is not exhaustive)

No Passenger Manifest Available

In some circumstances it is possible that no passenger manifest will be available. There are a number of reasons why this might be so. Whatever the reason, PMV procedure is accordingly going to be much more difficult (and impossible in some circumstances) to apply effectively and efficiently. Nevertheless, there will usually be some form of corroborating information (as to who was on board) available 'somewhere' and, where circumstances permit - such information must still be sought and used





WHY VERIFY?

Apart from the obvious humanitarian reason for requiring the most accurate list available of all persons on board an accident flight (and also for legal reasons in some jurisdictions e.g. USA, Brazil, European Union etc.) - some airlines use the verification status to guide what information can be provided to enquiring family, relatives and friends (FR) - i.e. regarding whether or not the person (potential victim) being enquired about is believed to be on board the accident flight - or not

For example, if a name being enquired about appears on an **unverified** passenger list - the airline response to enquiring FR might typically be:

*‘..... The **name** of the person you are enquiring about appears on the passenger list for this flight - but this does not necessarily mean that this person was actually on board the flight. We are checking further on this matter and will contact you immediately we have more information*’

For example, if a name being enquired about appears on a **verified** passenger list the airline response might typically be:

*‘..... To the best of our belief the **person** you are enquiring about was on board this flight. We are checking further to try to obtain further confirmation of this, together with finding out the condition and location of this person, if appropriate. We will contact you immediately we have more information*’

LOCATIONS at which PMV TASK should be PERFORMED

Accident Flight’s **Station(s)** (Airport[s]) of Last Departure

For passenger airlines still using paper boarding cards (whether individual cards or as an integral part of a paper E Ticket) and (much more rarely in 2018) paper ticket coupons - the PMV is generally best conducted at the station(s) (airport[s]) of last departure of the accident flight, as this is where such corroborating paper documentation is typically stored - until such time as it might be routinely forwarded to airline HQ and / or destroyed

It is also likely that such station(s) also has access to associated loyalty scheme and API / APIS data (and, if not, the latter two can probably be easily and quickly obtained from airline HQ). Immigration records, ADLs and LMCs should similarly be locally available - where appropriate

For multi-sector flights (e.g. airports A to B to C etc. - usually under the same flight number) **all** appropriate departure stations will need to carry out their own, individual part / portion of the overall PMV process. *This entire process should be centrally overseen and co-ordinated by the appropriate staff at airline HQ*

The main disadvantage of the above system generally relates to a lack of manpower at station (airport) level - both in terms of availability and appropriate training / exercising





Airline HQ

For passenger airlines operating what might be termed 'ticketless' operations - it is typically more advantageous to perform the PMV at the airline HQ location itself - as the vast majority of corroborating (usually 'electronic') data should already be available at this location. The small amount of data that may not be centrally held is generally (but not always) capable of being obtained very quickly - provided the associated processes / procedures are already in place

The main advantage of the above system generally relates to the adequate provision of trained and exercised manpower at airline HQ

ABCX Airways - PAX MANIFEST & CREW LIST VERIFICATION - a suggested PROCEDURE

For associated checklist - see page 34 of this document

Passenger Manifest

1. A **verified** passenger manifest for the accident flight shall be made available to the Crisis Management Centre (CMC) at airline HQ, **within a target time of 1.5 hours (or sooner)** of initial crisis notification being made to the airline. This information is to be forwarded by the CMC, in turn & without delay, to the airline's Emergency (Telephone) Call Centre facility
2. All Airports (Ground Ops) Crisis Support Unit (CSU) staff at airline HQ plus all airline Station Airports Services (Traffic / Ramp / Terminal etc.) **staff** (including GHAs [Airline Representatives] & others TBA) - shall be pre-trained and exercised in the PMV task. The training (initial and recurrent) and exercising process shall be overseen by the Airports HQ CSU at airline HQ. Documented records of training and exercising shall be maintained
3. As the PMV task progresses, the person in charge locally (usually at accident flight's station of last departure) shall regularly contact the airline CMC's Airports CSU rep at airline HQ at e.g. 20-30 minute intervals (via departure Station's own 'airline' crisis command & control centre [LACC] if required), to advise of those passenger names for which it was not possible to make verification - **up to that specific point / time in the PMV process**. For each of these contacts with airline HQ - be sure to advise the latter of the last name on the manifest which has been reached in the process - up to the time of each such specific contact being made
4. Plans must be in place to also verify crew and other personnel who may **not** show by name (for whatever reason e.g. typically due human error) on any of the Passenger Manifest, the General Declaration (Crew List) or any other related documentation such as ADLs (Addition / Deletion Lists); LMCs (Last Minute Changes) etc.

Be **very careful** to account for everyone here - e.g. Jump Seat passenger(s); Duty (Business) Travel passenger(s); Positioning crew & engineers; Persons accompanying human remains; Unaccompanied Minors, Infants etc.
5. Where applicable, suitable and appropriate, procedures **must also** be put in place to verify those parts of a passenger manifest where boarding cards have been pre-issued as an integral part of an E ticket - whether in paper and / or electronic / digital formats





Important: It is imperative that any accident flight be “PD’d” (i.e. standard airline **Post Departure** procedure enacted / completed) immediately upon notification of the accident to the **Station(s) of last departure** for the accident flight (i.e. *if* PD procedure **not** already enacted). This is required to ensure that all departure messages concerning the accident flight have been / will be transmitted (including transmission of load messages etc.)

This ‘PD’ task is to be completed by the appropriate traffic / ramp staff from the airline and / or the GHA representing the airline. **Airports / Ground Ops HQ CSU at airline HQ** shall make appropriate arrangements for Station Managers and GHAs to include this requirement in their own local (station) emergency response procedures for ABCX Airways

Crew List (General Declaration)

The 24H Operations Control Centre Duty Manager at airline HQ shall accomplish the **crew** verification task by working with the airline HQ’s crewing department. The task is very simple and quick - merely requiring ‘Crew Control’ to confirm or amend the crew names on the Crew List / General Declaration - in order to reflect accurately the crew which **actually** manned the accident flight. The verified crew list is then to be forwarded to the CMC at airline HQ without delay

The station of last departure of the accident flight must also be consulted in this process to ensure that any crew change information which might be **known only to the station** is accounted for e.g. last minute cabin crew change at the station due sickness - but where this information had not been passed on (for whatever reason - usually human error) to airline HQ

FURTHER READING

For a more in-depth look at how the PMV process can impact (beneficially and adversely) on accident victims and their ***** associated, non-involved family, relatives & friends - please follow the below link:

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

***** Note - the term ‘**associated, non-involved family, relatives and friends**’ as used above - refers to the family, relatives and friends (*of accident victims*) who were **not** travelling on board the accident flight

When the webpage opens, scroll down the list of information articles displayed until you get to the one entitled:

* Information Article - **Guidance for Victims & Families etc. – following a Catastrophic Aircraft Accident** i.e. ‘what happens next?’

Click on the article to open it - and then find and read **Section 11** entitled:

Who was actually on board the accident aircraft?





Appendix E to GHA ERP Guideline

Examples of Pre-prepared Information Cards for Use in SRC (A), SRC (L), FRRC and 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 1 - The information cards should also be used (adapted) for use with regard to **crew** and their associated Family, Relatives and Friends - as required

Note 2 - 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 for **on-airport** based reception centres [(CRC (A), SRC (A) and the FRRC)] - provided that the quality, content and context of same is 'fit for purpose'

However, the airline or airline representative must still produce and use such info cards for **off-airport** reception centres i.e. the CRC (L), SRC (L) and HAC





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

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/victim 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

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 - Landed - near Airport location / SRC (L)

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/victim 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

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





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Appendix F to GHA ERP Guideline

Deliberately Blank





Appendix G to GHA ERP Guideline

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

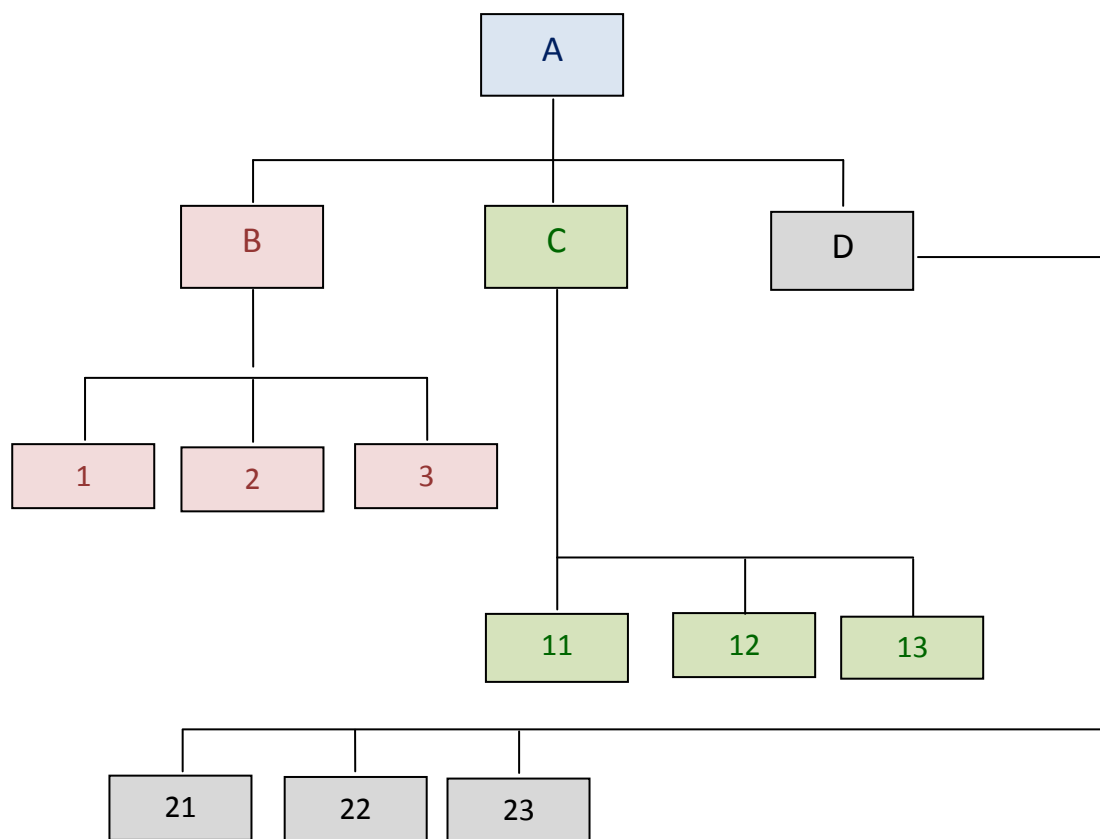
One of the simplest types of alerting & activation system would require the person commencing the alert (e.g. person **A**) to make telephone calls to persons **B, C, D, E** and **F** etc. In turn, person **B** would then pass on the alerting message to persons **1, 2, 3, 4, 5** etc.

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





Appendix H to GHA ERP Guideline

On the following page is an example (template) of a typical 'memorandum of understanding' document (MOU) which station managers / airline representatives (including GHAs) might wish to consider using & adapting *when negotiating with local hotels etc.* for the provision of facilities for:

- An 'Uninjured Crew Reception Centre - Landside CRC (L)'
- An 'Uninjured Passenger Reception Centre - Landside SRC (L)'
- A 'Humanitarian Assistance Centre' - FAC (Family Assistance Centre - FAC)

The provision (by a station) of these three facilities (typically located in *separate* hotels) is a requirement of the ABCX Airways Emergency Response Plan - for *each* such station to which the airline operates

Note - as this template MOU is specific to a serious crisis situation, its use should be considered *in addition to any other contracts, agreements etc. already in place* for use of such hotels by the airline and / or airline representative during 'normal' and 'disruption' type operations





Example

This memorandum of Understanding (MOU) is made on (insert date) between (insert title e.g. ABCX Airways or name of Supervisory Agent / Ground Handling Agent Company representing ABCX Airways locally at [insert Station name]) and (insert name of hotel plus city / town / location name etc.) - both taken together being known as the 'Parties' to this MOU

The Parties hereby agree that when (insert title e.g. ABCX Airways or name of Supervisory Agent / Ground Handling Agent Company representing ABCX Airways) requests that (insert name of hotel) makes its accommodation and facilities available to (insert title e.g. ABCX Airways or name of Supervisory Agent / Ground Handling Agent Company representing ABCX Airways) during time of crisis for the latter (as usually but not exclusively related to an aircraft accident) - then (insert name of hotel) shall make all reasonable effort to comply with the request - if circumstances (e.g. availability of rooms & facilities) 'on the day' so permit

Under the terms of this MOU (insert name of hotel) should provide to (insert title e.g. ABCX Airways or name of Supervisory Agent / Ground Handling Agent Company representing ABCX Airways locally) the below facilities (where available) - in the shortest possible timescale, and for as long as is necessary:

- As many guest rooms as possible or as requested (room sharing to be assumed where appropriate)
- Food, beverage and similar
- All other 'normally available' hotel facilities including telephone, internet access, newspapers etc.
- Increased security at the hotel where possible and reasonable to do so
- Use of hotel contracted doctor(s) and similar medical staff
- Use of large rooms (e.g. conference rooms) or similar for briefings, childcare etc.
- Business Centre facilities
- Hotel or hotel arranged transportation
- Issue of cash (on a very short term 'advance of funds' basis) where so requested
- Availability of other forms of credit

In order to facilitate provision of the above (insert title e.g. ABCX Airways or name of Supervisory Agent / Ground Handling Agent Company representing ABCX Airways locally) may request that (insert name of hotel) arranges for current guests to voluntarily be moved to other, appropriate accommodation in return for a financial inducement (or equivalent) which shall be funded / provided by (insert title e.g. ABCX Airways or name of Supervisory Agent / Ground Handling Agent Company representing ABCX Airways locally)

ABCX Airways agrees to pay / repay all bills, invoices, cash advances etc. (as related to the provision of the above facilities / services) within 30 days of same being presented by (insert name of hotel) - as based on the hotel's normal / usual rates, fees and charges for the provision of such services / expenditure for the time period(s) concerned - together with a mutually agreed and reasonable 'mark-up' (insert details of mark-up here)

Where cash has been advanced to ABCX Airways or its representative(s) as per above - then a reasonable rate of interest may be charged by (insert name of hotel) on the repayment amount for the time period for which the advance remains outstanding. This rate shall be (insert percentage here) per annum. This rate shall be reviewed and mutually agreed to annually by the Parties - and this MOU updated accordingly

Signed _____ or (Insert name of hotel plus city / town name etc.)

Signed _____ for (Insert title e.g. ABCX Airways or local representative)

Date _____

Appendices:





Appendix J1 to GHA ERP Guideline - 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	<input type="text"/>	Make	<input type="text"/>	Model	<input type="text"/>
Body type	<input type="text"/>	Colour	<input type="text"/>		

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	<input type="text"/>	Time and date	<input type="text"/>
Surname	<input type="text"/>	ID No	<input type="text"/>

RESTRICTED
(when completed)

Page 2 of 2





Appendix J2 to GHA ERP Guideline - 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		Holmes ref
Location where form completed		Reception centre ref
<input type="checkbox"/> Survivor <input type="checkbox"/> Evacuee		
Surname		Sex <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Unknown
Forenames		Date of birth or Age from to
Other name		Nationality
Address		
Type (home/business/contact/other)	Address	Postcode
Telephone number(s)	Mobile number(s)	Email(s)
Location details		
Location at time of incident		
Location now		
Destination		
Additional information		
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





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





Reminder before reading Section 5

Sections 1, 2 & 3 constitute the **abbreviated** version of this guideline. The **abbreviated** version is specifically targeted at very experienced and knowledgeable **GHA** emergency response planners / managers / team leaders **only** i.e. those able to confidently plan / update their own, local (**GHA**) ERP in accordance with the **abbreviated** portion of this guideline **alone**

For **GHA** emergency planners etc. requiring a 'more complete' **GHA** ERP guideline - and / or where further guidance is needed, **supplementary** Sections 4 & 5 of this document **must also** be consulted and used to put together a **full** (non-abbreviated) version of the **GHA** ERP

To make this absolutely clear - the intent here is that only those very confident in using the **abbreviated** version use Sections 1 through 3. Those requiring the **full** version **must** combine Sections 4 & 5 with Sections 1 to 3

If in doubt, it is strongly recommended that the full version *always* be consulted / prepared / used





SECTION 5

STATION ERP - SPECIFIC INFORMATION GATHERING REQUIREMENTS





INTRODUCTION to SECTION 5

The first part of Section 5 consists of diagrams *pictorially* showing the typical requirements for an *on-airport* emergency response (catastrophic aircraft accident) as generally stipulated by the *International Civil Aviation Organisation* (ICAO) - and thus generally mandatory for *airport* crisis response purposes - and as further contained in any associated, local *Airport Emergency Plan* (AEP)

In turn, the airlines and their representatives (particularly GHAs) operating at any particular airport will need to prepare their own emergency response plans (ERP) - based predominately on that particular airport's AEP

The terms and abbreviations used in the diagrams are those used by 'ABCX Airways' in its own crisis response plans. However, similar terms are used by most airlines and airports worldwide. Abbreviations / acronyms used will be the same as those found on page 10 - unless stated otherwise

Note - *crew* victim movements are typically expected to be similar to those of *passenger* victims in principle - *except* that where possible locally, *uninjured* passengers and *uninjured* crew should be separated (and remain separated thereafter) upon leaving the accident site i.e. separate transport; separate reception centres / hotels; separate re-uniting location(s) etc.

The second part of Section 5 requires answers and / or information and opinion to be provided by / from the Station Manager / GHA / Airline Representative him / herself i.e. **significant work / research needs to be done here by such persons**, in order to complete this section successfully

Abbreviations / acronyms used will be the same as those found on page 10 - unless stated otherwise

Reminder 1 - A study / review of the *Glossary* at Section 4 (starts page 57) will make understanding of this Section 5 more complete and will lead to the provision of better (more useful) answers and / or information and opinion

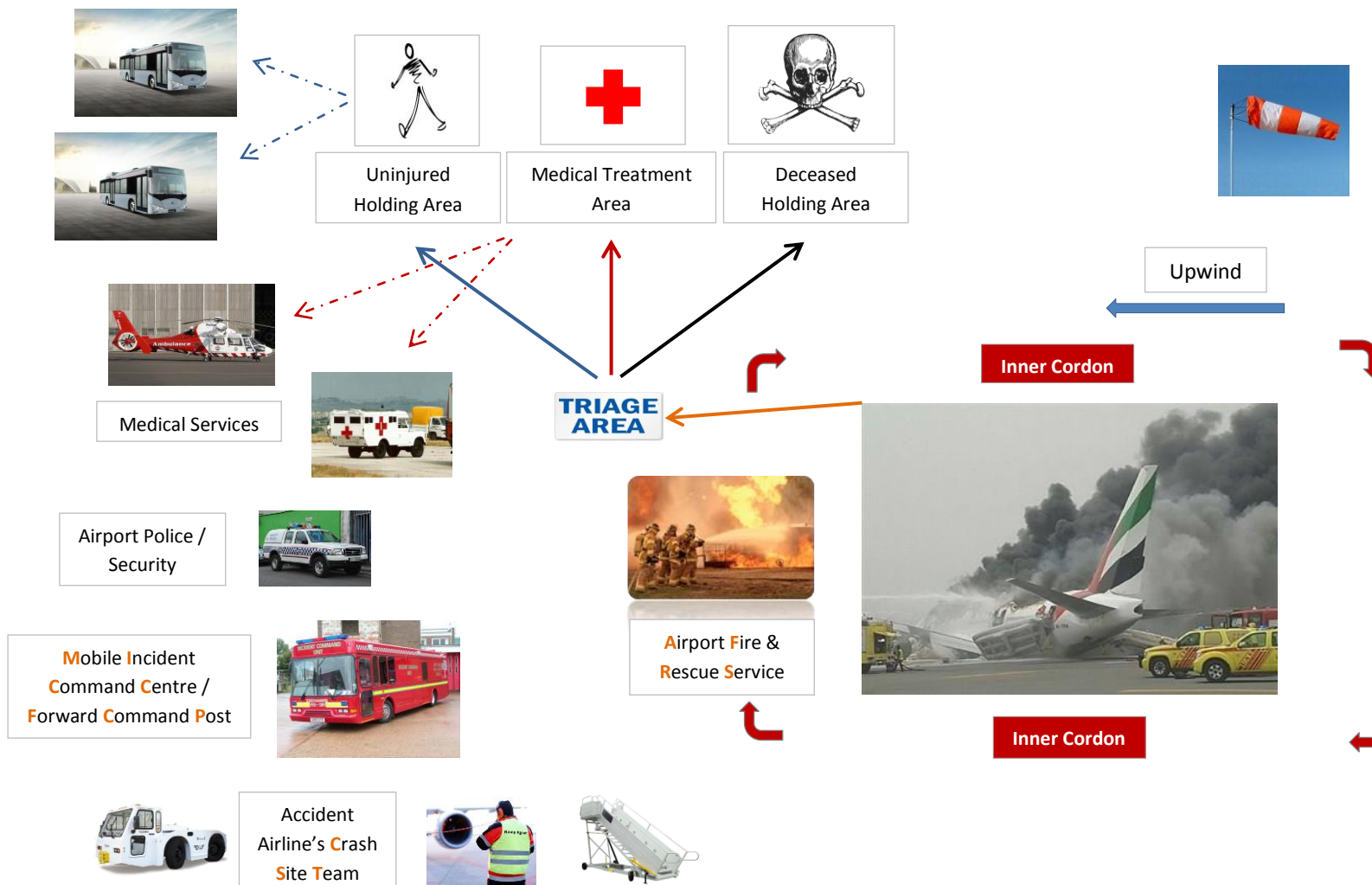
Reminder 2 - The reader is advised that much, if not most of what has been written in this document will absolutely not exist in some countries - mainly (but not exclusively) in countries classified by the United Nations as 'least developed and, to a lesser extent, in countries classified as 'developing'. However, even in 'developed' countries similar can and does apply at some airports, to some airlines and GHAs etc.

Note - the simplified diagram shown on the *next* page is meant to indicate where the accident flight's *airline / airline representative* (GHA) person fits into the overall emergency response effort for an *on-airport* aircraft accident. It is important to clearly understand that the airline's representative (e.g. typically operating from the accident station's *Local Accident Control Centre*) is **not** 'in charge' of the crisis - and that the airline '*Crash Site Team*' is just *one of only several different* (on and off-airport) *teams* which typically deploys to an on-airport accident location





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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

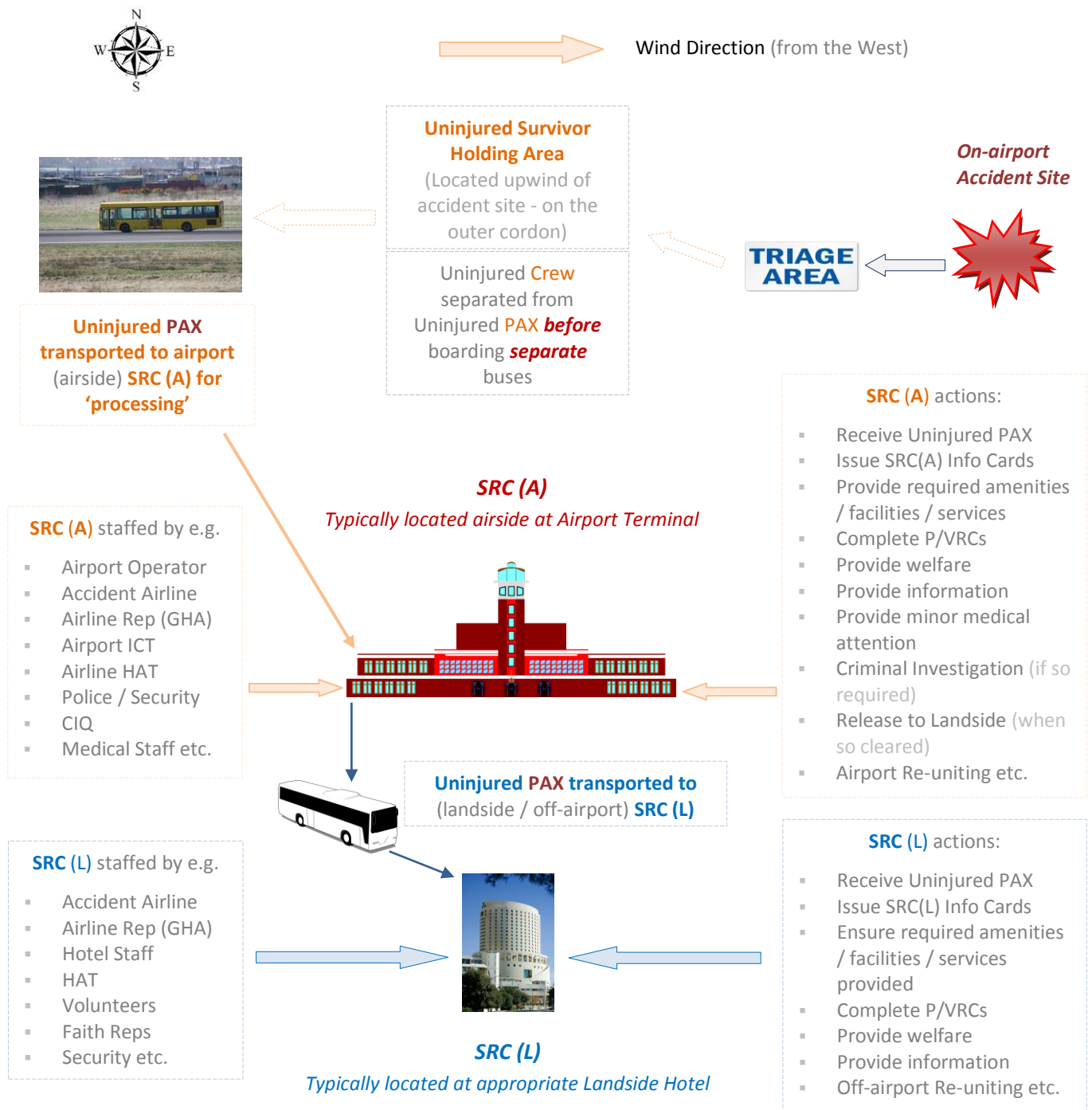
The **MICC** / **FCP** conducts operational [Bronze] command & control (delegating as required) of all resources shown opposite - whilst same are operating at / near to the accident site. Each agency present in the diagram should send a liaison rep to the **MICC** / **FCP**

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. omitted for both on-airport & off-airport agencies etc.





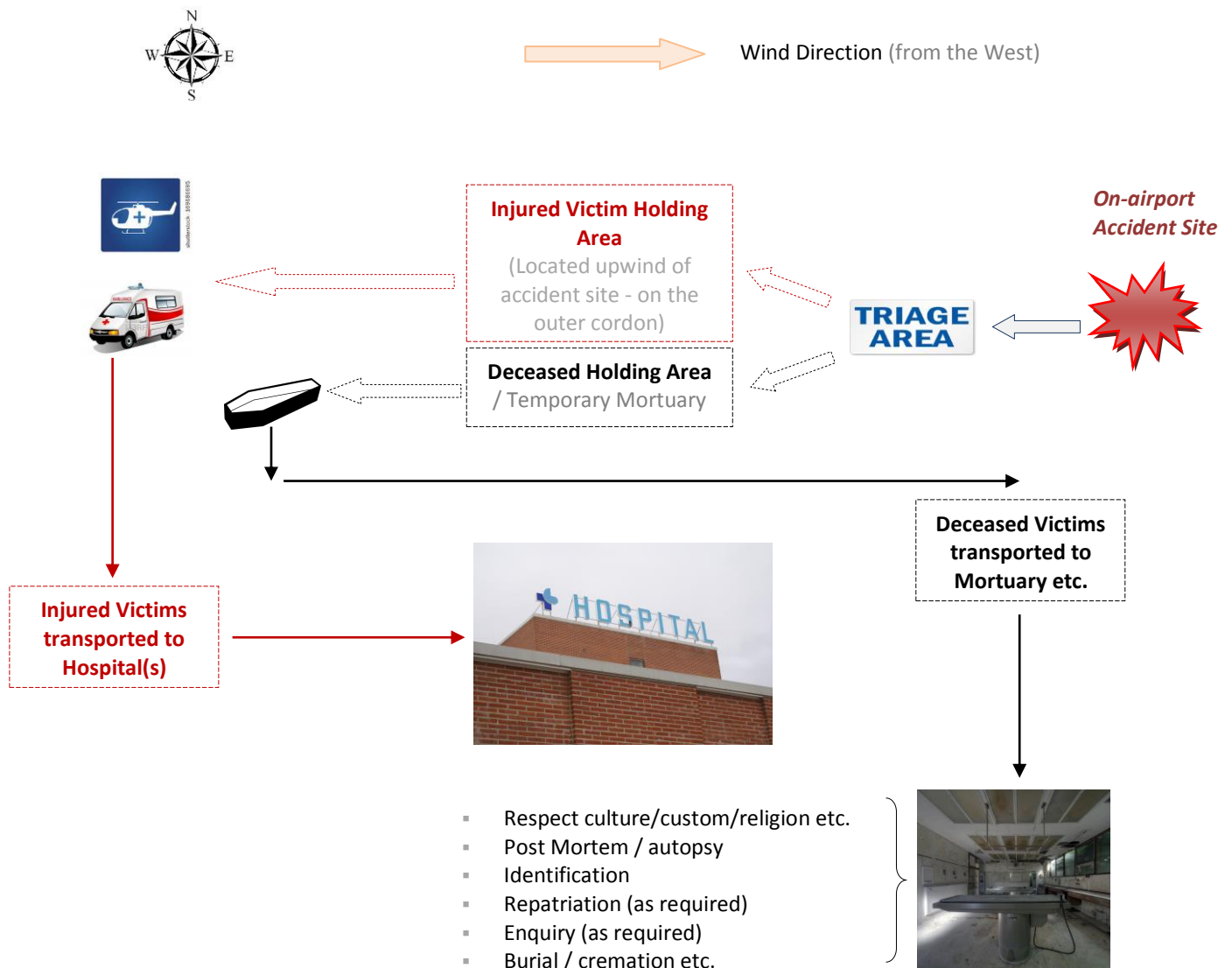
Typical Movement of Uninjured *Passengers* from (*on-airport*) Accident Site



Note - Instead of going to the SRC (L) (after release from the SRC [A]) uninjured PAX may instead 1. Go to any other local accommodation (including homes); 2. Carry on with journey; 3. Return to journey start point; 4. Anything else achievable (Accident airline will assist with 1. to 4. above - insofar as is possible / practicable)



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. P/VRCs 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



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





Typical Movement of non-**MGFR** type / non-**local** type **Family, Relatives and Friends**

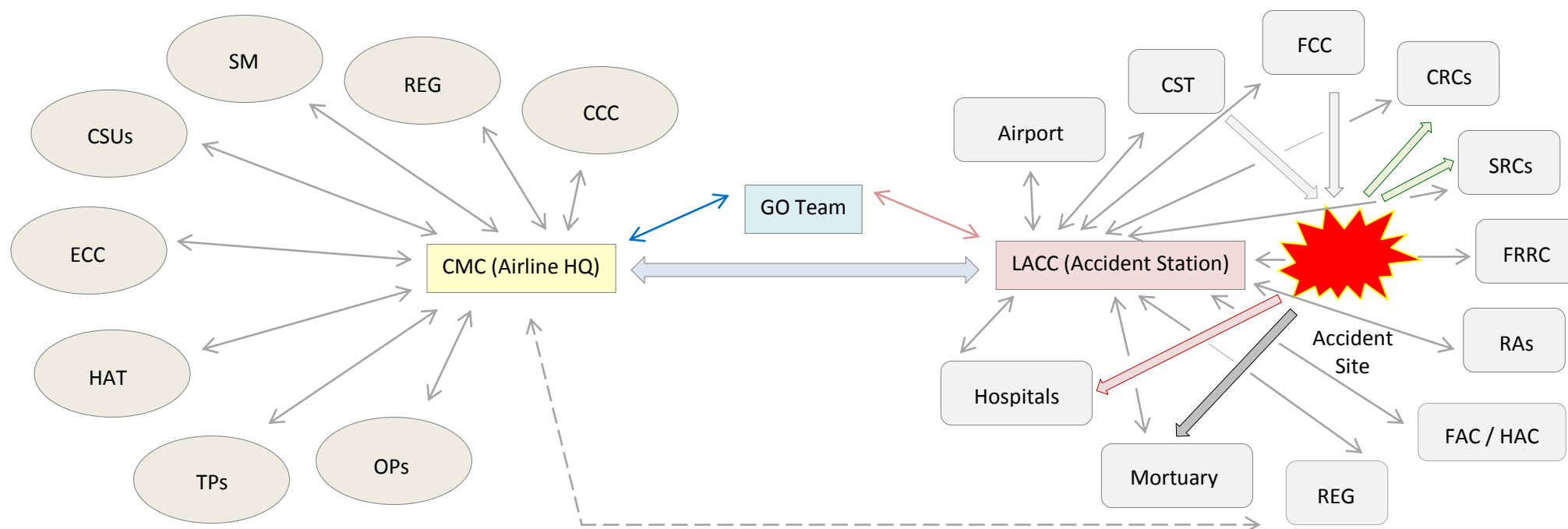


Notes: **1** - During the shorter term post major aircraft accident most FR will typically be communicating with the accident airline via the latter's Emergency Call / Contact / Info Centre (ECC). Amongst many other things the ECC will eventually ask FR (not living relatively locally to accident location) 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



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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





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IMPORTANT NOTE to STATION MANAGER and / or GHA and / or other AIRLINE REP

The next (*second*) part of Section 5 (starts next page) requires the Station Manager / GHA (Airline Representative) to complete the information (labelled '*answer*') on the right hand side of *each* tabled page

This will definitely require research / work / effort / time - but is a vital task as the answers (information obtained) will be invaluable when training and exercising local staff in their emergency response procedures at their own station / airport - and thus better prepare them for an actual crisis

The objective here is that during *actual* crisis response operations *it should only be necessary to use the Section 3 checklists* to guide response - on the assumption that the information in this Section 5 has *already* been adequately trained and exercised on a recurrent and regular basis

Much of the required information should be found in the local airport's '*Airport Emergency Plan - AEP*'. Such information will generally be overriding i.e. any particular airline Station ERP should typically comply with its associated (parent) AEP requirements (i.e. the AEP for the airport at which the airline station is located). Where such AEP is considered to be 'not fit for purpose' - advice on how to proceed should be taken from airline HQ

It is **not** generally acceptable for the required information referred to above to be:

- a. Left incomplete
- b. Completed inaccurately
- c. Cross-referred to (i.e. as contained in *other* [separate] documents) *unless* such documents are *easily and freely available* to Station / GHA (airline representative) staff - at the relevant local station / airport e.g. communications directories
- d. Completed in any language other than English *

* Versions *for purely local use* may also be produced in any desired language - *provided that the primary / master version is completed in English*

Where it has not been possible for the Station Manager / GHA (airline representative) to complete an item(s) of required information or provide a suitable answer, the following information should generally be provided instead:

- ❖ Brief reason(s) for why the information / answer is missing and / or incomplete
- ❖ Brief description of proposed action to be taken locally to actually obtain the missing and / or incomplete information / answer - and by when

Station Managers / GHAs should be particularly careful to include (and maintain) up to date directories of required telephone and other vital contact information - which should include mobile / cell and residence (home) phone numbers wherever possible - such directories being checked for accuracy and currency **at least** 3 monthly





STATION = xxxxxxxx (Insert Station Name + 3 letter IATA code)

People - Station and / or GHA (Airline Representative) Staff

Question / Information Required	Answer / Information
<ul style="list-style-type: none"> Name of * Station Manager AND / OR Name of GHA (Senior Airline Representative) * Also known as <i>Airport Services Manager; Out-port manager etc.</i> 	<p>Stn Mgr = xxxxxxxx</p> <p>GHA = xxxxxxxx</p>
Provide full primary telephone contacts for the above i.e. office, mobile/cell phone and home	<p>Stn Mgr</p> <ul style="list-style-type: none"> Office xxxxxxxx MP xxxxxxxx Home xxxxxxxx <p>GHA</p> <ul style="list-style-type: none"> Office xxxxxxxx MP xxxxxxxx Home xxxxxxxx
No 1 Alternate Person to Stn Mgr (as applicable) - provide full contact information same as above	<p>Name</p> <ul style="list-style-type: none"> Office xxxxxxxx MP xxxxxxxx Home xxxxxxxx
No 2 Alternate Person to Stn Mgr (as applicable) - provide full contact information same as above	<p>Name</p> <ul style="list-style-type: none"> Office xxxxxxxx MP xxxxxxxx Home xxxxxxxx
No 1 Alternate Person to senior GHA person (as applicable) - provide full contact information same as above	<p>Name</p> <ul style="list-style-type: none"> Office xxxxxxxx MP xxxxxxxx Home xxxxxxxx
No 2 Alternate Person to senior GHA person (as applicable) - provide full contact information same as above	<p>Name</p> <ul style="list-style-type: none"> Office xxxxxxxx MP xxxxxxxx Home xxxxxxxx





STATION = xxxxxxx (Insert Station Name + 3 letter IATA code)

People - Station and / or GHA (Airline Representative) Staff

Details of own (internal [i.e. Station and / or GHA]) Alerting & Activation System

Question / Information Required	Answer / Information
<p>Describe here, in the necessary detail and clarity, the system which is in use at your Station - to internally alert and activate all other local ABCX Airways and / or GHA staff - of a crisis situation</p> <p>Note 1 - The above assumes that the main contact / duty 'airline representative / GHA' key person(s) at the Station - or their pre-designated alternates - have already been alerted / activated by e.g. airline HQ; ATC; local Police etc. Now insert here details of how the remainder of local staff are alerted & activated</p> <p>Note 2 - You may find it useful to use a 'cascade or callout alert / notification tree' type diagram to describe the local Station's airline representative / GHA internal alerting & activation system . * If so, consider placing such a diagram in a suitable appendix to your local crisis response plan, for guidance</p>	<p>= <i>insert answer / information required here</i></p>

* You will find an example of a generic callout tree 'cascade' diagram on page 114 of this document

Note - there are now extremely effective, efficient and reasonably inexpensive **automated** alerting and activation systems available (to be purchased / leased) on the worldwide market. Serious consideration should be given to procurement of such a system





STATION = xxxxxxxx (Insert Station Name + 3 letter IATA code)

People & Facilities - More Contact Information

Question / Information Required	Answer / Information
ABCX Airways - Operations Duty Manager (24H Operations Control Centre at Airline HQ)	Crisis Hotline xxxxxxxx (24H) xxxxxxxx Mobile (Cell) Phone xxxxxxxx Landline Telephone xxxxxxxx FAX xxxxxxxx SITA xxxxxxxx email
Crisis Management Centre - Airline HQ Open during crisis response ops only	Crisis Director xxxxxxxx Deputy Crisis Director xxxxxxxx CMC Administrator xxxxxxxx Airports Desk in CMC xxxxxxxx airportscmc@abcxairways.co.uk
Crisis Communications Centre - Airline HQ Open during crisis response ops only	
Accident Station's and / or 'GO Team Airport Nearest' <div>Local Accident Control Centre</div> Provide ABCX Airways LACC location & contact details plus details of who is expected to man LACC during crisis (Note that LACC will usually be located in Station Manager's / airline representative's main office) Important Reminder - Do not confuse the airline / airline representative's LACC with the Airport Operator's - Emergency Operations Centre . They are different facilities, at different locations - with different functions (see page 139)	Appropriate LACC location, contacts and other major details <i>must</i> be inserted here by local Station Manager or GHA / Airline Representative Note - at minimum an LACC should provide local functions related to (the list is not exhaustive): <ul style="list-style-type: none"> ▪ Appropriate Command, Control, Co-ordination & Communication ▪ Humanitarian Assistance in all of its forms (accident victims, friends & relatives, own staff etc.) ▪ Log-keeping ▪ Resources / logistics ▪ Administration ▪ IT / telecommunications (ICT) support ▪ etc. on behalf of ABCX Airways





STATION = xxxxxxx (Insert Station Name + 3 letter IATA code)

People & Facilities - (Accident Airline's) **Crash Site Team**

Question / Information Required	Answer / Information
<p>Station - ABCX Airways Crash Site Team (CST)</p> <p>For aircraft accidents at most airports it is an AEP requirement for the accident airline (and / or its local rep[s]) to deploy a liaison person to the accident site ASAP. Such person typically has an 'airports / traffic / ramp / terminals' background - and is specifically selected (+ trained & exercised) to take on the role</p> <p>The above person will deploy with latest copies of the crew list (General Declaration), the passenger list, dangerous goods details and an estimate of fuel on board the accident aircraft - for delivery to the person in overall charge at the accident site</p> <p>Additionally, a suitably qualified and experienced aircraft engineer (typically provided by or arranged for by the accident airline or its local representative) is also expected to deploy to the accident site (in company with the above 'airports' etc. person) in order to offer appropriate technical expertise to emergency responders</p> <p>The term which ABCX Airways uses for this two person team is - 'Crash Site Team' - CST</p> <p>On the right hand side of this table (answer box) please now describe how you will select and deploy the CST during an ABCX Airways aircraft accident at your station</p> <p>Note - in most circumstances the CST will be required to deploy via various assembly point locations (RVP; Staging Area; Equipment Assembly Point etc.) before proceeding (typically under escort) to the accident site itself</p>	<p><i>For Station Manager / GHA (Airline Rep) etc. - describe here in the necessary detail and clarity - how you will activate and deploy the CST for an aircraft accident at or close to your Station</i></p> <p>Note - Concerning the aircraft engineer, it might be necessary for you (and / or airline HQ etc.) to make formal AND / OR informal / ad hoc pre-arrangements, with a suitable local aircraft engineering organisation, in order for the CST engineer alerting, activation and deployment requirement to go smoothly during an actual crisis</p> <p>This will typically be the case where no ABCX Airways contracted engineering support is available at your Station</p> <p>Contact ABCX Airways Aircraft Engineering Dept at airline HQ for assistance (via airline's crisis / emergency response planning manager [or equivalent person]) - if you are experiencing difficulties in this task</p>





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

People & Facilities - (Accident **Airport's**) Emergency Operations Centre - EOC

Question / Information Required	Answer / Information
<p>State exact Location of Airport Operator's Emergency Operations Centre (EOC) - or equivalent local facility (whatever it is called / named / entitled at your Station / Airport)</p> <p>(Attach clearly legible location diagram / map for how to get to EOC)</p>	<p>= <i>Insert required information here</i></p>
<p>Primary contact information for airport's EOC</p>	<p>1</p> <ul style="list-style-type: none"> Landline xxxxxxx Mobile Phone xxxxxxx 24H Hotline (if any) xxxxxxx <p>2</p> <ul style="list-style-type: none"> Landline xxxxxxx Mobile Phone xxxxxxx
<p>Details of airport's person expected to be appointed in-charge of EOC - plus details of the primary alternate person</p>	<p>1 Name / Title</p> <ul style="list-style-type: none"> Office xxxxxxx MP xxxxxxx Home xxxxxxx <p>2 Name / Title</p> <ul style="list-style-type: none"> Office xxxxxxx MP xxxxxxx Home xxxxxxx
<p>Is the accident airline's station manager / airline rep. expected to deploy a liaison person to EOC during crisis response ops? If YES - who (name & title) is expected to attend + what are the contact details at the EOC position provided for this person?</p>	<p>= YES or NO</p> <p>= Name / Title 1 + Name / Title 2 (Alternate)</p> <ul style="list-style-type: none"> Landline 1 xxxxxxx Landline 2 xxxxxxx MP xxxxxxx





STATION = xxxxxx (Insert Station Name + 3 letter IATA code)

People & Facilities - (Accident Airport's) Emergency Operations Centre - EOC / continued

Question / Information Required	Answer / Information
Does airport have a Mobile Command Post (MCP) - or equivalent facility (often known as Forward or Incident Command Post) which e.g. deploys to accident location?	= YES or NO
If YES, describe the MCP (Type [e.g. vehicle], size / capacity, colouring and identifying marks / beacons / contact information etc.)	= Insert required information here
Where is the MCP expected to deploy to / be located at - at times of crisis (aircraft accident)?	= Insert required information here
Does accident airline / airline rep need to send a liaison person to the deployed MCP?	= YES or NO
Where are airport Rendezvous Point(s) and / or Staging Area(s) and / or Equipment Assembly Points located? (being a gathering area(s) for emergency response vehicles & equipment - prior to proceeding under escort to accident site) [attach clearly legible location diagrams]	= Insert required information here
For a UK, UAE or Oman on-airport accident only - where are the expected locations (& also supply contact information) for: <ul style="list-style-type: none"> Police GOLD Control? Police SILVER Control? <p>Note - Police BRONZE Control will always be located at or near to the accident site itself (as will BRONZE Control for other responders e.g. Fire & Rescue; Ambulance etc.)</p>	= Insert required information here = Insert required information here





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

People & Facilities - Local Emergency Services and Similar

Question / Information Required	Answer / Information
Airport Police Contacts	= xxxxxxx
Local Off-Airport Police Contacts	= xxxxxxx
Airport Fire & Rescue Service Contacts	= xxxxxxx
Local Off-Airport Fire & Rescue Service Contacts	= xxxxxxx
Airport Medical / Health Services Contacts	= xxxxxxx
Local Ambulance Service Contacts	= xxxxxxx
Local Hospital(s) Contact Information	= xxxxxxx xxxxxxx xxxxxxx xxxxxxx
Local Army, Navy & Air Force Contacts Information	= xxxxxxx xxxxxxx xxxxxxx
Local SAR & Coastguard Contacts	= xxxxxxx xxxxxxx
Local Mortuaries Contacts	= xxxxxxx
Local Undertaker(s) (Funeral Directors) Contacts	= xxxxxxx
Appropriate Government Agency Contacts	= xxxxxxx
Other	

NB: Also see Section 2 of **this** document (starts page 12)





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

Passenger Manifest Verification Procedure (PMV)

Question / Information Required	Answer / Information
	See Checklist No 9 (found in section 3 of <i>this</i> document)

Note - also see Appendix **D** to this document (page **102**) for additional brief notes concerning Passenger Manifest Verification

IMPORTANT NOTE

Accurate and rapid completion of the PMV task is a **very high priority** for any ABCX Airways Station Manager and / or GHA (Airline Representative) to complete at time of crisis. The task can be delegated to a suitably senior and experienced person if necessary

It is vital that a complete and clear understanding of the procedure is achieved by the Station Manager / GHA (Airline Representative) and all other local staff who could possibly be assigned this task

The PMV procedure must be regularly practiced. Station Managers / GHAs (Airline Representative) + appropriate staff should conduct at least one self-originated Passenger Manifest Verification exercise per month - using a departed live (real) ABCX Airways flight as the basis of the exercise

Records of all PMV exercises conducted as per above should be retained for Quality Control and audit purposes





STATION = xxxxxxx (Insert Station Name + 3 letter IATA code)

Facilities - Local Hospital Information

Question / Information Required	Answer / Information
Describe major local Hospitals (also state whether government or privately operated)	Hospital 1 = xxxxxxx
Distance & average driving time from airport?	= xxxxxxx
Number of beds?	= xxxxxxx
Number of mortuary / morgue spaces?	= xxxxxxx
List special facilities e.g. burns unit; number of intensive care beds etc.	= xxxxxxx
Airline attendance permitted?	= xxxxxxx
Your personal rating on a scale of 1 to 10 *	= xxxxxxx
Describe major local Hospitals (also state whether government or privately operated)	Hospital 2 = xxxxxxx
Distance & average driving time from airport?	= xxxxxxx
Number of beds?	= xxxxxxx
Number of mortuary / morgue spaces?	= xxxxxxx
List special facilities e.g. burns unit; number of intensive care beds etc.	= xxxxxxx
Airline attendance permitted?	= xxxxxxx
Your personal rating on a scale of 1 to 10 *	= xxxxxxx

* When compared to accepted international standards (Station Manager / GHA opinion required here)





STATION = xxxxxxx (Insert Station Name + 3 letter IATA code)

Facilities - Local Hospital Information

Question / Information Required	Answer / Information
Describe major local Hospitals (also state whether government or privately operated)	Hospital 3 = xxxxxxx
Distance & average driving time from airport?	= xxxxxxx
Number of beds?	= xxxxxxx
Number of mortuary / morgue spaces?	= xxxxxxx
List special facilities e.g. burns unit; number of intensive care beds etc.	= xxxxxxx
Airline attendance permitted?	= xxxxxxx
Your personal rating on a scale of 1 to 10 *	= xxxxxxx
Describe major local Hospitals (also state whether government or privately operated)	Hospital 4 = xxxxxxx
Distance & average driving time from airport?	= xxxxxxx
Number of beds?	= xxxxxxx
Number of mortuary / morgue spaces?	= xxxxxxx
List special facilities e.g. burns unit; number of intensive care beds etc.	= xxxxxxx
Airline attendance permitted?	= xxxxxxx
Your personal rating on a scale of 1 to 10 *	= xxxxxxx

* When compared to accepted international standards (Station Manager / GHA opinion required here)





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

Facilities **†** **Local Mortuary Information**

Question / Information Required	Answer / Information
<p>Station Manager and / or GHA (Airline Representative) to describe the mortuary / morgue facilities available locally for mass casualties e.g. number of mortuary / morgue spaces available and in what locations / facilities (e.g. within a 50-100 km radius of the airport)</p> <p>Include any mortuary / morgue spaces available at local hospitals - even if already included elsewhere</p> <p>In addition to detailing any <i>permanent</i> mortuary / morgue information - also provide details of any plans to set up <i>temporary</i> mortuaries during a mass casualty situation (e.g. in freezer / chiller trucks and similar; in cold store facilities; in aircraft hangars; on ice-skating rinks etc.)</p> <p>Also include here the contact and other relevant details of appropriate undertakers / funeral directors - even if already included elsewhere</p> <p>24 hour telephone contact information for all of the above is also to be included in the 'answer / info' box opposite</p>	<p><i>Insert all required information here</i></p>





STATION = xxxxxxx (Insert Station Name + 3 letter IATA code)

Gathering of Information re Fatalities

Question / Information Required	Answer / Information
Describe clearly and in the necessary detail - the expected local process for how the airline representative at the accident station / airport (Station Manager and / or GHA) will be provided with (and / or will otherwise obtain) the necessary information from the authorities / whoever - as to which passengers, crew (and possibly persons on the ground) have been killed or have subsequently died - as a result of the aircraft accident	Station Manager and / or GHA (Airline Representative) to insert required information here - including all of the required main details – and as written in a very clear but relatively brief format





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code) - 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 Records Cards (P/VRC) or local, equivalent forms - Friends & Relatives 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 except 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 except 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 except 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 except 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 except 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><u>Hospital Emergency Bag(s)</u> stored at ***** 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><u>Mortuary Emergency Bag(s)</u> stored at ***** Contents same as for LACC bag but <i>not including</i> Dangerous Goods documentation</p>
<ul style="list-style-type: none"> <u>Uninjured Crew Reception Centre - Landside / CRC (L)</u> <p>PLUS (+)</p>	<p><u>CRC (L)</u> located at ***** (usually in a land-side hotel - different from <u>SRC (L)</u> & <u>F/HAC</u> hotels)</p> <p><u>CRC (L) Emergency Bag</u> stored at ***** Contents same as for LACC bag <i>except</i> for FECs & Dangerous Goods</p>
<ul style="list-style-type: none"> <u>Uninjured Passenger Reception Centre - Landside / SRC (L)</u> 	<p><u>SRC (L)</u> located at ***** (usually in a hotel different from <u>CRC (L)</u> and <u>F/HAC</u> hotels)</p> <p><u>SRC (L) Emergency Bag</u> stored at ***** Contents same as for LACC bag <i>except</i> for FECs & Dangerous Goods</p>





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

People & Facilities - Handling of Victims - **Crew** Members & Equivalents Person(s)

Question / Information Required	Answer / Information
<p>Note - ABCX Airways urgently requests of 'all concerned' that any uninjured crew from the accident flight be separated (& continue to be separated thereafter) from accident flight passengers, FR, the general public, the media etc. - immediately after they (the crew) are removed from the accident site</p>	
Has the above request been agreed to and acted upon at your airport (e.g. has an associated procedure been produced, trained & exercised?)	= YES or NO
If not - state why not and also briefly describe what you are doing to rectify this situation (e.g. lobbying with 'whoever' via the local Airline Operator's Committee - AOC)	= <i>Insert required information here</i>
If such a procedure is in place, provide location & a very brief description of the CRC (A) - or local equivalent facility (also provide location on a map or diagram)	= <i>Insert required information here</i>
Location & very brief description of CRC (L)	= <i>Insert required information here</i>
<p>* Note - CRC (L) should be located in a suitable hotel or similar. CRC (L) hotel should be different from SRC (L) hotel and also different from the FAC (HAC) hotel (Provide location on a map or diagram)</p>	
What extra security will be provided for uninjured crew at CRC (A) and CRC (L) ?	= <i>Insert required information here</i>

* Refer to appendix **H** of this document (page **115**) for an example of a typical agreement which the airline / airline representative might use when negotiating with appropriate hotels





STATION = xxxxxx (Insert Station Name + 3 letter IATA code)

People & Facilities - Handling of Victims - **Crew** Members & Equivalents Person(s) / continued

Question / Information Required	Answer / Information
Who (specify title[s] and how many persons) from ABCX Airways / GHA / other resources - will be deployed to man the CRC (A) - or local equivalent facility?	= <i>Insert required information here</i>
Briefly describe the duties of such deployed staff	= <i>Insert required information here</i>
What documentation will such deployed staff use - e.g. dedicated airline CRC (A) checklists; airline Passenger/victim record cards / local equivalent forms; CRC (A) Info Cards etc.	= <i>Insert required information here</i>
What communications equipment will be used by such staff (e.g. TETRA [radio/phone/data]) + also include related contact information here if possible e.g. actual mobile phone numbers to use; radio frequencies to use etc.	= <i>Insert required information here</i>
How will food, beverage, emergency clothing etc. be provided to the uninjured crew?	= <i>Insert required information here</i>
What facilities will be provided to uninjured crew for communication with airline HQ, families etc.?	= <i>Insert required information here</i>
How will 'uninjured crew' be provided with minor medical assistance e.g. for treating shock; possible smoke inhalation etc. - if so required?	= <i>Insert required information here</i>
How will uninjured crew be provided with 'mental welfare [psychological first aid]', religious / faith, humanitarian & similar support?	= <i>Insert required information here</i>
How will uninjured crew be provided with local legal support - if required?	= <i>Insert required information here</i>
Who (title[s] + numbers) from the local airline / GHA / other resources is expected to deploy in support of the CRC (L)? Briefly describe associated duties	= <i>Insert required information here</i>





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

People & Facilities - Handling of Victims - **Passengers**

Question / Information Required	Answer / Information
Location & brief description (including security arrangements) of SRC (A) - or local equivalent facility (provide location on a map or diagram)	= <i>Insert required information here</i>
Has a procedure to separate uninjured crew from uninjured PAX (upon leaving the accident site) been put in place? If not, how is it proposed to separate crew from PAX whilst both are contained together in the SRC (A) and SRC (L)	= <i>Insert required information here</i>
Location & brief description (including security arrangements) of SRC (L) * Note - SRC (L) should be located in a suitable hotel or similar. SRC (L) hotel should be different from CRC (L) hotel and different from the FAC (HAC) hotel. (Provide SRC (L) location on a map or diagram)	= <i>Insert required information here</i>

* Refer to appendix **H** of this document (page **115**) for an example of a typical agreement which the airline / airline representative might use when negotiating with appropriate hotels





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

People & Facilities - Handling of Victims - **Passengers** / continued

Question / Information Required	Answer / Information
Who (specify title[s] and how many persons) from ABCX Airways / GHA / other resources - will be deployed to man the SRC (A) - or local equivalent facility?	= <i>Insert required information here</i>
Briefly describe the duties of such deployed staff	= <i>Insert required information here</i>
What documentation will deployed staff use - e.g. dedicated airline SRC (A) checklists; SRC (A) Info Cards; airline <i>Passenger/victim record cards</i> - <i>P/VRC</i> / local equivalent forms?	= <i>Insert required information here</i>
What communications equipment will be used by such staff (e.g. TETRA [radio/phone/data]) + also include related contact information here if possible e.g. actual mobile phone numbers to use; radio frequencies to use etc.	= <i>Insert required information here</i>
How will food, beverage, emergency clothing etc. be provided to uninjured PAX?	= <i>Insert required information here</i>
What communications facilities will be provided to uninjured PAX?	= <i>Insert required information here</i>
How will 'uninjured' PAX be provided with minor medical assistance if required e.g. treating shock / minor smoke inhalation injury etc.?	= <i>Insert required information here</i>
How will uninjured PAX be provided with 'mental welfare [psychological first aid]', religious / faith, humanitarian & similar support?	= <i>Insert required information here</i>
Who (title[s] + numbers) from the local airline / GHA / other resources is expected to deploy in support of the SRC (L) ? Briefly describe associated duties at that location	= <i>Insert required information here</i>





STATION = xxxxxx (Insert Station Name + 3 letter IATA code)

People & Facilities - Handling of Meeters & Greeters / Family, Relatives & Friends (MGFR)

MGFR assumed to be at or otherwise located relatively close (geographically) to the accident airport

Question / Information Required	Answer / Information
Briefly describe the process for how MGFR (e.g. waiting at the airport for the 'accident' flight) are 'discreetly & tactfully' notified of the crisis, segregated from any (non-involved) MGFR / general public - and taken / directed to the airport's Family, Relatives & Friends Reception Centre - FRRC (or local equivalent facility)	= <i>Insert required information here</i>
Location & brief description of FRRC - including security arrangements. (also show location on map / diagram)	= <i>Insert required information here</i>
Who (specify title[s] and how many persons) from ABCX Airways / GHA / others will deploy in support of the FRRC?	= <i>Insert required information here</i>
Briefly describe the duties of such deployed staff	= <i>Insert required information here</i>
What documentation will be used? e. g. FRRC checklists; Family, Relatives & Friends Enquiry Cards - FEC (or local equivalent forms); FRRC Info Cards etc.	= <i>Insert required information here</i>
What communications equipment will be used by such staff (e.g. TETRA [radio/phone/data]) + also include related contact information here if possible e.g. actual mobile phone numbers to use; radio frequencies to use etc.	= <i>Insert required information here</i>
How will food & beverage etc. be supplied to the FRRC?	= <i>Insert required information here</i>
How will MGFR be provided with 'mental welfare [psychological first aid]', religious / faith, humanitarian & similar support?	= <i>Insert required information here</i>





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

People & Facilities - Handling of **Meeters & Greeters / Family, Relatives & Friends** (MGFR) / cont'd

Question / Information Required	Answer / Information
Briefly describe how MGFR waiting at FRRC / local equivalent facility will eventually be transported to the FAC (HAC) Hotel(s) - should they wish to go there * Note - FAC (HAC) should be located in a suitable hotel or similar. FAC hotel should be different from CRC (L) hotel and also different from the SRC (L) hotel	= <i>Insert required information here</i>
Location & brief description of FAC - including security arrangements. (also show location on map / diagram)	= <i>Insert required information here</i>
Who (specify title[s] and how many persons) from ABCX Airways / GHA / others will deploy in support of the FAC ?	= <i>Insert required information here</i>
Briefly describe the duties of such deployed staff	= <i>Insert required information here</i>
What documentation will be used? e. g. FAC checklists; Family, Relatives & Friends Enquiry Cards - FEC (or local equivalent forms); FAC Info Cards etc.	= <i>Insert required information here</i>
What communications equipment will be used by such staff (e.g. TETRA [radio/phone/data]) + also include related contact information here if possible e.g. actual mobile phone numbers to use; radio frequencies to use etc.	= <i>Insert required information here</i>
How will MGFR be provided with 'mental welfare [psychological first aid]', religious / faith, humanitarian & similar support?	= <i>Insert required information here</i>

* Refer to appendix **H** of this document (page **115**) for an example of a typical agreement which the airline / airline representative might use when negotiating with appropriate hotels





STATION = xxxxxxx (Insert Station Name + 3 letter IATA code)

Re-uniting (Reconciliation) Procedure

Question / Information Required	Answer / Information
<p>Describe (briefly but clearly) the procedure for how accident victims are expected to be re-united with their associated FR</p> <p>Include two scenarios:</p> <ol style="list-style-type: none"> 1. Re-uniting on airport 2. Re-uniting off-airport (but still in the * shorter term following the accident) <p>* shorter term typically referring here to the first 24 to 48 hours following the accident</p> <p>Note: Account must be taken of the highly likely situation of accident victims having already been in contact with associated FR (typically via mobile phone, text, email, social media etc.) before such time as the 'authorities / whoever' have actually finished the re-uniting procedure on paper i.e. before the physical re-uniting process has formally commenced</p> <p>If such situation is not managed effectively, efficiently, quickly, sensitively etc. - there is a real risk of damage to the airline's (and airport's) reputation</p> <p>This is particularly so where the process is generally outside of airline / airport control (e.g. handled by local 'authorities')</p>	<p>= <i>Insert required information here</i></p>
<p>Additionally describe (briefly but clearly) the procedure for how accident victims are expected to be re-united with their loved ones and similar persons - in the ** longer term</p> <p>** longer term typically referring here to days / weeks / months post- accident - as appropriate to actual, prevailing circumstances</p>	<p>= <i>Insert required information here</i></p>





STATION = xxxxxxxx (Insert Station Name + 3 letter IATA code)

GO Team from Airline HQ - Arrival at Station (or 'GO Team Airport Nearest') + Local Deployment

Question / Information Required	Answer / Information
<p>For an aircraft accident (not occurring close to accident airline HQ location) it is highly likely that an airline * GO Team will be formed and deployed to - (or as near as practicable to) the accident location</p> <p>* GO Team is likely to number up to several hundred persons - the majority of whom are expected to be members of the airline 'Family / Humanitarian Assistance Team - HAT'. Station Managers and / or GHAs (Airline Representative) should base pre-planning on around 200 - 300 persons arriving with the initial GO Team. However, consider that for some airlines, and in certain circumstances, the size of the GO Team might be significantly larger</p> <p>If accident occurs at or near to an airline (ABCX Airways) represented Station - (other than at airline HQ / main operating base Airport) - the Station Manager and / or GHA (Airline Rep) shall pre-plan for the following:</p> <ul style="list-style-type: none"> GO Team - expected arrival time ** <p>** GO Team (where deployed by air) should depart origin airport around 3 to 6 hours (or sooner) after the time that the aircraft accident had been notified to airline HQ (longer for charter [tour operator] airlines e.g. 6 to 9 hours or sooner). Thus, by adding 3 to 6 hours etc. to the average flight time from GO Team origin airport - to the accident airport - an approximate earliest and latest time can be calculated for the arrival of the GO Team at that airport</p> <p>Similar calculations are required if the accident airport is closed and the GO Team deploys to the nearest appropriate airport instead</p> <p>Charter airline times will be commensurately longer</p> <p>For airports where closure of the airport means closure of the region to general air access (e.g. Male in the Maldives; Seychelles etc.) - the GO Team will deploy to the nearest suitable airport (GO Team Airport Nearest) and use other forms of transport to get to the accident site (e.g. for Male again - GO Team will probably deploy to Colombo, Sri Lanka - and then move by ship / amphibian air taxi to Male)</p>	<p><i>Insert here the anticipated periods (after accident notification received by airline HQ) required for the GO Team to arrive at the accident station (assuming that an accident has occurred on or near the station BUT that the airport is still operational for the GO Team aircraft). You will have two different times - one being estimated earliest time and the other being estimated latest time</i></p> <p><i>Do likewise, but this time assuming that accident station's airport is closed i.e. the GO Team will operate into the nearest suitable airport. In this case an additional calculation is required re the additional time taken to move from that airport to the accident airport</i></p> <p><i>Give your answers in hours and minutes post-accident occurrence time</i></p>





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

GO Team from Airline HQ - Arrival & Deployment - continued

Question / Information Required	Answer / Information
<ul style="list-style-type: none"> ▪ Arrangements for rapid CIQ clearance - for GO Team & GO Kit on arrival *** <p>*** International Civil Aviation Organisation (ICAO) standards - ICAO Annex 9, Chapter 8 - (mandatory for all ICAO members - which includes almost every country in the world) requires CIQ to facilitate (make easy) the arrival in country of teams such as the GO Team (and also of travelling families & friends of accident victims) travelling to / near to the accident location</p> <p>For example - a person visiting country X might normally require to be issued with a visa for that country - in advance of actual arrival. During time of crisis (e.g. aircraft accident) ICAO Annex 9, Chapter 8 requires the country issuing the visa to 'relax the rules' by, for example, issuing a visa on arrival instead - or indeed, waving the need for a visa at all - in such circumstances</p>	<p><i>Insert details of required arrangements here</i></p>
<ul style="list-style-type: none"> ▪ Provision of a suitably experienced and qualified 'airline station (local) traffic / ramp / terminals etc.' person(s) - to be assigned as 'local liaison' to locally based 'ABCX Airways' GO Team Managers 	<p><i>Describe here how this will be achieved</i></p>
<ul style="list-style-type: none"> ▪ Provision of an updated crisis brief and issue of local 'information packs' - provided to / distributed to GO Team - on arrival **** <p>**** Information packs to typically include items such as a local crisis contacts directory; local maps; notes on local culture/custom/religion; details & contacts of local, key personnel; details of local emergency services, hospitals; local logistics & resources etc.</p>	<p><i>Describe here how this will be accomplished</i></p>





STATION = **xxxxxxx** (Insert Station Name + 3 letter IATA code)

GO Team from Airline HQ – Arrival & Deployment - continued

Question / Information Required	Answer / Information
<ul style="list-style-type: none"> Requirement to rapidly issue (airport) airside passes (or equivalents) to those members of the GO Team requiring such immediate access after arrival e.g. Airline Accident Investigation Team 	<p><i>Describe here how this will be achieved</i></p>
<ul style="list-style-type: none"> Airport Authority / Airport Management Company / Airport Operator - liaison person assigned to Leader GO Team 	<p><i>Describe here how this will be achieved</i></p>
<ul style="list-style-type: none"> Provide /assist in providing / arrange for all necessary local equipment, facilities, services etc. - as required by / for GO Team ***** <p>***** For example - security; passes & permits; mobile phones / mobile phone SIM cards; radios; hi visibility clothing; personal protective equipment; office facilities, equipment and stationery; transportation; tools; accommodation; food & beverage; finance / credit resources; interpreters etc.</p>	<p><i>Describe here how this will be done & list the anticipated local equipment, facilities, services to be provided - together with comprehensive details of how they can be procured</i></p>

Reminder – Airline GO Team may also fully / partially deploy via surface transport, where circumstances so dictate





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Appendix L to GHA ERP Guideline

Starting on the [next](#) page will be found instructions which airline HQ (airports / ground operations department / business unit) can forward to all of its (ABCX Airways) on-line / destination stations

The instructions have been designed to assist on-line station managers / station airline representatives (GHAs / Supervisory Agents) etc. in complying with and completing the requirements of this GHA ERP Guideline (i.e. the document you are now reading)

The instructions have been included in this document for the convenience and information of all concerned. However, they should *not* be acted upon until appropriate instruction to do so has been received from airline HQ





ABCX Airways

Instructions for Preparation of.....

Emergency Response Plan - for **Local** Use at ABCX Airways **on-line** Stations

Intended Use for these Instructions

These instructions and the accompanying **guideline** document (provided **separately** to stations by ABCX Airways HQ [latter otherwise known herein as 'the airline']) describe how '**designated airport based staff**' (responsible for all / most aspects of airport ground handling for / on behalf of ABCX Airways during **normal** operations [i.e. ABCX Airways and / or contracted GHA and / or contracted supervisory agent staff]) are additionally required to prepare, maintain, train and exercise an emergency response plan (ERP) for the airline - **related specifically and solely to the on-line station airport at which they are employed / based**

Accordingly such staff should use these instructions + the provided **airline guideline** + the **local** (parent) **airport's emergency plan (AEP)** + any appropriate **GHA ERP** (if any) - to prepare the airline's ERP **for that specific station / airport**

DEFINITION

(**Aircraft Operator On-line Station** [Also known as 'Outstation', 'Outport'])

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

Who should Use these Instructions

These instructions are provided for use by designated airport based ground handling personnel as referred to in the first paragraph at the top of this page. Such personnel typically include:

- Persons in the **direct** employ of the **airline** (if any), responsible for **directly** managing / overseeing all aspects of normal airline ground handling operations at the airport (airline station) at which they are based (and / or other designated airports for which they might also be responsible).....**AND / OR**
- Third party (sub-contracted) persons in the **indirect** employ of the **airline**, responsible for **directly** managing / overseeing / performing all aspects of delegated normal **airline** ground handling operations at the airport (airline station) at which they are based (and / or other designated airports for which they might also be responsible) on behalf of and as required by the **airline**





The third party persons referred to may be:

- Employees of the 'ground handling agents - GHA' - latter contracted by the **airline** to provide associated ground handling services at the airport at which they (the GHAs) are based + (where required).....**AND / OR**
- Employees of a 'specialist' ground handling agent (known in these instructions as a '**supervisory agent**') charged by the **airline** (but only when required) with oversight of the operations of (other / subordinate) ground handling agents also contracted by the **airline** (as per the sub-bullet point *immediately above*) - at designated airline (on-line) stations

Note - 'supervisory agents' are typically (but not exclusively) employed by 'tour operator /package' type airlines

Terminology - 'Station Manager'

From the bullet points above it will be noted that various entities may provide the '**person in charge**' of airline ground handling operations at specified airports. The generic term used for **all** such persons (regardless of parent organisation) in these instructions onlyis '**station manager**'

Off-line / Ad Hoc Destination Airports (including airports landed at in emergency)

These instructions do **not** cover **off-line / ad hoc** airport destinations operated to only occasionally by the airline. However, a simple ERP checklist for use by such airports will be found at attachment **B** to these instructions. This latter checklist will be forwarded (by ABCX Airways - as required) to the appointed (off-line / ad hoc) airport(s) ground handling organisation (together with appropriate instructions for use) prior to operation of the airline into such airport(s) (or as soon as possible following an ABCX Airways aircraft accident at such airport)

Instructions

These instructions relate mainly to completion of the (**separate** document) * **guideline** - which will be provided to all **airline** on-line **stations** in due course (if not done already) by **airline** HQ. The intended use of the instructions and accompanying **guideline** has already been explained in the first two paragraphs at the top of the previous page. If you have any queries relating to any aspect of these instructions - please make contact with the appropriate **airline** person as follows:

Insert appropriate contact information here..... (To be completed)

* Note - the **guideline** document referred to in the paragraph immediately above consists, in fact, of pages **0** to **159** of the document **which you are now reading**. The **instructions** which you are also now reading have been added following on from page **159** - for the information and convenience of the user / reader





Instruction 1

Obtain the [airline's](#) (station) [ERP guideline](#) document from airline HQ (if you do not already have it)

Instruction 2

Study the entire [guideline](#) thoroughly. If you find difficulty understanding the language and / or concepts used - please make [telephone](#) contact with the appropriate [airline](#) person listed (see note at bottom of previous page) in order to obtain further explanation / clarification etc.

Instruction 3

Do **not** move on to instruction 4 until you thoroughly understand what you are required to do as per instruction 2 above

Instruction 4

Obtain a copy of the current [airport emergency plan \(AEP\)](#) for the airport for which you are preparing the [airline](#) (station) [ERP](#)

Instruction 5

Study the [AEP](#) to the extent necessary to fully understand its operation, requirements and any limitations - particularly as related to [aircraft operators](#) (generally airlines) and [ground handling agents](#)

Instruction 6

If you are a [ground handling agent](#) / [supervisory agent](#), obtain a copy of your own [GHA ERP](#) / [Supervisory Agent ERP](#) (if any) for the [airport](#) for which you are preparing the [airline](#) (station) [ERP](#)

Instruction 7

Further to instruction 6, *if* a [GHA ERP](#) and / or [Supervisory Agent ERP](#) is / are available - study it / them to the extent necessary to fully understand its / their operation, requirements and limitations

Instruction 8

8.1

Start preparation of the [airline](#) (station) [ERP](#) in accordance with:

- Instruction / information provided in the [airline](#) provided [guideline](#) document
- Appropriate requirements of the [airport's AEP](#)
- Appropriate requirements of the [GHA ERP](#) / [Supervisory Agent ERP](#) (if any)
- The flow chart found at attachment [A](#)





8.2

Decide if you are going to complete the *abbreviated* OR *full* version of the **airline** (station) ERP (The *guideline* itself makes clear the differences. However, if you are in any doubt - you **must** complete the **full** version or otherwise make contact with airline HQ for advice)

8.3

Where there is any conflict between what the **airline guideline** is asking for and what is required by the local **airport AEP** - then (generally speaking) the AEP requirement should typically be overriding

However, note that (just like **airline** and **GHA / Supervisory Agent** ERPs) airport AEPs can range in quality from excellent to appalling - or even be non-existent. If you are not satisfied that an AEP is of the required quality (or does not exist), please take advice from **airline** HQ on how to proceed

8.4.1

If you are a **GHA** and a **GHA ERP** for your **airport** already exists, then incorporate any appropriate **GHA** specific requirement(s) into the **airline** (station) ERP - as required. However, and before doing so - check that the **GHA** requirement(s) are not in conflict with the AEP and also (in general terms) with the **airline guideline** document. Where there *are* unavoidable conflicts, contact **airline** HQ for advice. Similar applies to **supervisory agents**

8.4.2

If you are a **GHA** and your **GHA ERP** is 'top quality' (comprehensive, effective, efficient and in compliance with the local AEP - which itself [the AEP] should also be considered to be 'top quality') - then it might be better to base / adapt the **airline** (station) ERP directly upon / to the **GHA ERP** - rather than (instead of) basing it on the **airline** provided *guideline* document. If this is proposed, please discuss with **airline** HQ first before starting. Similar applies to **supervisory agents**

8.5

When the first draft of the **airline** (station) ERP is complete as per above, the **GHA** originator / person responsible shall forward a copy to **airline** HQ without delay

8.6

Airline HQ will provide written feedback to originator (as soon as possible) on submitted first draft as per 8.5 above

8.7

Originator will agree written feedback with **airline** HQ - and then update the draft (first attempt) **airline** (station) ERP to then incorporate what has been agreed (i.e. to hopefully produce a 'final' version. However, steps 8.5 to 8.7 can be repeated as often as is required in order to achieve the required objective)





8.8

The local (station) person(s) ultimately responsible for developing and maintaining the **airline ERP** (for that station) shall ensure that the latter plan is **trained** and **exercised** locally (applicable to all appropriate staff) on a recurrent basis. Associated reports and records shall be maintained and retained (by said person) as evidence of compliance

8.9

The local (station) person(s) ultimately responsible for developing and maintaining the **airline** (station) **ERP** shall periodically review, maintain and update that **ERP** - in accordance with an appropriate documented procedure. Associated reports and records shall be maintained and retained (by said person) as evidence of compliance

8.10

Airline HQ is ultimately responsible for ensuring that each **airline** (station) **ERP** complies at all times (insofar as is possible / practicable / advisable / permitted) with **airline**, local **airport** and any other valid requirements. To this effect the **airline** shall conduct a rolling, on-site audit programme for all (of its) station ERPs. Associated reports and records shall be maintained and retained (by **airline** HQ) as evidence of compliance

Attachment A: Use of Station ERP Guideline - Flow Diagram

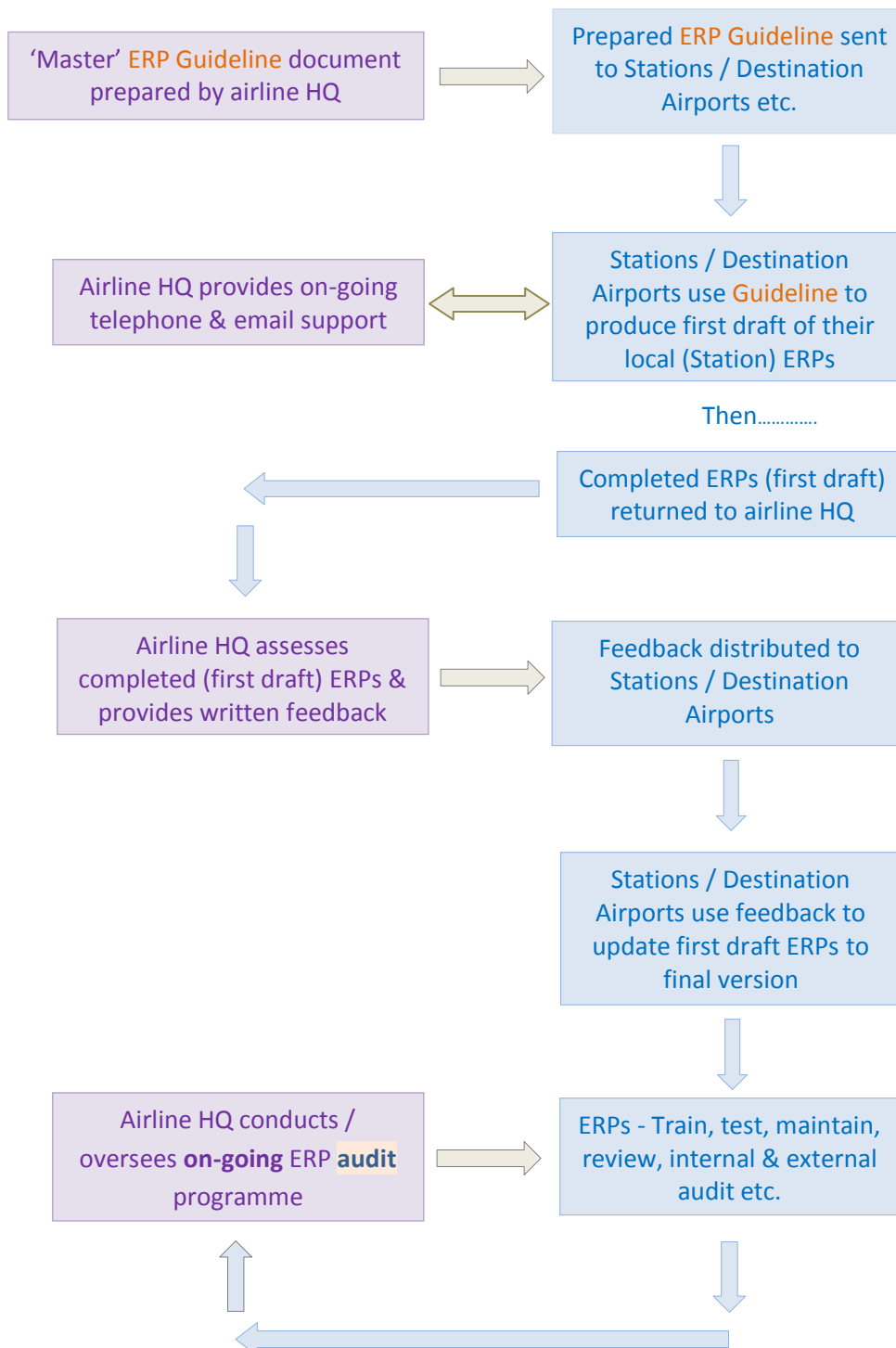
Attachment B: Emergency Response Checklists for use by **Off-line / Ad hoc** Airport Destinations





Attachment A to Appendix L to GHA ERP Guidelines

ABCX Airways - Use of Station ERP Guideline / Template - Flow Diagram





Attachment B to Appendix L to GHA ERP Guidelines

Emergency Response Checklists for use by * **Off-line / Ad hoc** etc. type Airport Destinations

* Including any emergency landing airport

CHECKLIST **xx** - **AIRCRAFT ACCIDENT - Off-line / Ad Hoc** Destination Airport Checklist (i.e. no ABCX Airways staff or 'regular use' GHA available at / near to accident aircraft's off-line / ad hoc airport destination)

- This is a generic checklist designed for use if an ABCX Airways aircraft accident occurs **at or near** an **ad hoc** departure or arrival airport **OR** in case of en-route diversion to such an ad hoc airport
- This checklist is to be completed (actions done) by the ABCX Airways appointed **ad hoc Ground Handling Agent / Airline Representative** (if any) at the **ad hoc** airport - following an accident to an ABCX Airways aircraft at or in the vicinity of that airport
- ABCX Airways will generally provide this checklist to the ad hoc GHA / Airline Rep **before** the ad hoc flight is scheduled to operate at that airport. For en-route diversions - ABCX Airways shall FAX and / or email this checklist (to the airport diverted to) as quickly as possible after accident occurrence
- ABCX Airways will support the ad hoc GHA / Airline Rep / whoever - by telephone and / or by sending representation to the airport as soon as possible / practicable following an accident
- This checklist is deliberately short and simple. The ad hoc GHA / Airline Rep / whoever is requested to add to / expand it at his / her discretion - to cover all other locally required responses and actions required by accident circumstances 'on the day' - but which are not already covered below

	Action	☑ ?
1	Ensure all appropriate emergency services are aware of accident & are responding (Insert appropriate contact details for emergency services here)	
2	Ensure initial medical attention for accident survivors is provided / arranged (Insert appropriate contacts for who you will check this with here)	
3	As soon as possible - telephone ABCX Airways Operations Control Centre & and pass accident details available (updated information can be passed later) Accident reporting hotline + xx (0)xxxx xxxxxx.....OR + yy (0)yyyy yyyyyy ops.control@abcxairways.com FAX +zz (0)zzzz zzzzzz; SITA - XXXOOZB	
4	Provide regular telephone updates to ABCX Airways - re on-going accident response	





5	Send a suitable representative to accident site - to represent both your organisation and also ABCX Airways. Rep to take with him / her - 1) Latest Passenger List 2) Crew List 3) Dangerous Goods information (if any). Rep to also make arrangements to safeguard airline property (including aircraft and cargo) and any property belonging to those persons travelling on the accident flight	
6	Send a suitable representative to airport authority / operator's emergency operations centre (as required) - to represent both your organisation and also ABCX Airways <i>(Insert contact & location details for airport emergency operations centre here)</i>	
7	Provide / arrange for a private, secure & suitably equipped airport area (usually located airside) to be made available for uninjured crew & passengers coming in from accident site. Provide a representative at this area to assist with the welfare / humanitarian assistance of all present. Record appropriate details of the uninjured and pass on to ABCX Airways without delay <i>(Insert appropriate contact & location details for this area here)</i>	
8	Ensure that on-going medical attention is being provided to injured e.g. at hospital(s) <i>(Insert appropriate hospital(s) contact & location details here)</i>	
9	Provide / arrange for a private, secure & suitably equipped airport area (usually located landside and must be separate from the facility documented at 7 above) to be made available for any meeters and greeters at the airport who might have been waiting for the accident flight. Provide a representative at this area to assist with the welfare / humanitarian assistance of all present. Record appropriate details of meeters and greeters and pass on to ABCX Airways without delay <i>(Insert appropriate contact & location details for this area here)</i>	
10	Collect & secure all flight & related documentation for / from the accident flight - make 2 sets of copies	
11	IMPORTANT - Direct all media (TV, Press etc.) queries to ABCX Airways at airline HQ	
12	Arrange / provide suitable & secure accommodation (e.g. hotel), transport, welfare, humanitarian assistance etc. for uninjured survivors - once they are cleared to leave the airport facility documented at 7 above. Also assist with onward flights (and similar) where appropriate. Also assist (as appropriate) with any reunions to be made with meeters & greeters (see 9 above) or anyone else appropriate	
13	Ensure that ongoing medical care continues to be provided to the injured	
14	Ensure that appropriate arrangements are made regarding the deceased	
15	Maintain full written record (log) of all actions taken, information obtained / provided	
	End	

