



ABCX Airways - Crisis Response Planning Manual (CRPM)

Part 1

EMERGENCY RESPONSE PLAN (ERP)

Volume 7A

OPERATIONS CONTROL CENTRE (OCC) - Crisis Support Unit (CSU) Plan





PREAMBLE - please read the following notes before proceeding further

Note 1 - Fictitious (scheduled) passenger airline '**ABCX Airways**' has been used to provide 'context' throughout this document - and has been broadly based on a medium to large sized **UK** registered, headquartered & main based aircraft operator. The airline is a (24 hour ops) long, medium and short-haul international carrier (including USA destinations). It is well resourced and supported from the emergency / contingency response planning context

Whatever applies to ABCX Airways herein may be regarded as being typically applicable, to a greater or lesser degree, to other similar airlines worldwide (and most other passenger carrying airlines e.g. charter and lease operations) - with regard to emergency response planning matters

However, there will always be differences - and same should be adequately accounted for by the user, when producing emergency plans etc. as based on CRPM Part 1 and its constituent 10 'volumes' (the latter deals exclusively with airline planning and response etc. requirements as they relate to a 'Catastrophic' Aircraft Accident' type situation. See pages 3 and 4 for more details)

This document may be adapted for use as a guide by other aircraft operators (e.g. cargo / executive / VVIP / rotary etc.). Appropriate differences should be accounted for

Non-UK registered and / or non-UK main based operators should interpret and adapt the contents of this document accordingly - and as applicable to their own specific circumstances. However, do remember that when operating to /from the UK and / or the * European Union (EU), then some provisions documented herein may still be applicable / advisable e.g. those relating to humanitarian (family) assistance and the carriage of dangerous goods

* UK has now left the EU

Note 2 - Most terms and abbreviations used herein are **generic** i.e. not specific to any particular airline, airport etc. Whilst many (most) will be the same / very similar to terms in actual (real / operational) use world-wide, the 'generic' use and nature of such should be accounted for accordingly i.e. when preparing **real** emergency plans based on this document, ensure that all (our) generic terms are replaced with specific (real / in-use) **local** terms (i.e. your own airline's / airport's / country's etc. in-use terms) where appropriate

However, if you **are** able to adopt the terminology, acronyms etc. (+ associated concepts, practicalities) used herein in your own ERPs etc. - this will significantly assist in achieving a highly desirable degree of world-wide **ERP standardisation**

Note 3 - An airline requires a suitably effective and efficient method of documenting, in detail, the contents, requirements etc. of its emergency / contingency response plans

A brief account of the method of documentation used **herein** can be found on the **next 2 pages**. It is a well tried and proven method and airlines might seriously consider adopting same. If done, this will further strengthen the **standardisation** aspects of ERPs amongst aircraft operators worldwide



Crisis Response Planning Manual - CRPM

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

The CRPM comprises **6** separate **Parts** - (each) dealing with a specific type of emergency / crisis / contingency response operation, including the associated procedures, checklists, information etc.

The 6 'Parts' of the CRPM are:



CRPM **Part 1** is otherwise known *exclusively* herein 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** i.e. they do **not** form part of the **ERP**. However, they are all available (with the exception of 'Part 6') via our website at:

www.aviationemergencyresponseplan.com



CRPM Part 6 (Training Manual) does **NOT** exist in reality i.e. it is a notional document only. This is deliberate as it is not possible to produce such a document which adequately meet the associated training requirements (even generically) of all prospective users worldwide

* Except where cross-referred to for contextual purposes only



CRPM 'Parts' are further split down into **Volumes** - 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. because they only need to 'study' the document(s) of particular concern to themselves - at any particular point in time)

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

Volume 1	ERP - Policy & Executive Overview (of CRPM Part 1)
Volume 2	ERP - Command, Control, Co-ordination & Communication (C4)
Volume 3	ERP - Humanitarian (Family) Assistance Team
Volume 4	ERP - Emergency (Telephone) Call / Contact / Information Centre
Volume 5	ERP - GO team
Volume 6	ERP - (Airline) Station (Destination Airport etc.) Emergency Response Plan
 Volume 7	ERP - Crisis Support Units 
Volume 8	ERP - Integrated Crisis Response Planning (e.g. with alliance partners)
Volume 9	ERP - Crisis Communications
Volume 10	ERP - Emergency Response Exercise Planning and Conduct

Requirements for all designated users of the CRPM

All nominated ABCX Airways staff 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** 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. their own **specific departmental / business unit / station etc.** plans dealing with all of the differing aspects of emergency / crisis response - and including an appropriate (fit for purpose) training and testing / exercising regime
- Use the procedures, checklists, information and other appropriate content of the CRPM to **guide actual emergency / crisis response operations 'on the day'**

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

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



Note 4 - This document is predicated on ABCX Airways being able to deploy significant resources (including manpower, budget & facilities) during a crisis response

This will obviously not be the case for some users. For the latter, this document should be **adapted** and **downsized** accordingly, in the appropriate areas

It is acknowledged here that the above might (will) be difficult to accomplish - but should nevertheless be addressed by the best ability etc. of the operator, commensurate with available resources. 'Outsourcing' options might be considered if appropriate (e.g. **if** they can be financed)

Note 5 - Despite every care being taken in the preparation of this document, it will inevitably contain errors, omissions & oversights, incorrect assumptions, non-working links, out of date info etc.

Users identifying same are requested to please notify the author accordingly (via email) at:

info@aviation-erp.com

End of Preamble Section

The info contained in this document is provided on an 'as is' basis, without warranty of any kind. Whilst reasonable care has been taken in its preparation, the author shall have no liability to any person or entity - with respect to any loss, damage, injury, death etc. caused (actual or allegedly) directly or indirectly, by use (directly or indirectly) of such information



BACKGROUND

Part 1 of the 'ABCX Airways' Crisis Response Planning Manual (CRPM) deals **exclusively** with **emergency response planning** associated with the consequences of a **catastrophic aircraft accident** type situation

Its 10 constituent '**volumes**' (of which you are currently reading **Sub-Volume 7A - OCC CSU Plan**) are **collectively** known herein as the '**ABCX Airways - Emergency Response Plan**' (ERP)

OCC = (ABCX Airways) Operations Control Centre (24H)

CSU = Crisis Support Unit (see definition page 14)

(For info purposes only, none of the **other** five 'Parts' (separate documents) of our CRPM documents series use the term '**emergency response plan - ERP**' in their titles - as they deal with airline contingency response matters **other** than the catastrophic aircraft type situation e.g. 'Part 2' deals with **aircraft incidents**; 'Part 3' covers **business continuity** etc.)

This document should be studied (and its procedures, checklists etc. acted upon when so required) by ***** pre-designated staff from the ABCX Airways **OCC team** - collectively comprising the OCC '**Crisis Support Unit**' (OCC CSU)

***** Associated staff nominations are made by the appropriate senior, line manager(s)

Such OCC CSU staff have pre-specified roles, responsibilities, accountabilities etc. (documented in associated 'terms of reference' - including 'level of knowledge' requirements) related to preparing, producing, training, testing, maintaining, reviewing and 'operating' the OCC CSU Plan - under the overall guidance and support of the ABCX Airways **** CPM** (or equivalent person)

****** See acronyms page 8

Terminology Used Herein (with associated explanations)

The terminology (+ associated concepts, explanations, checklists etc.) used herein must be known / understood / retained etc. (by all needing to use it at time of associated crisis and during related exercises, drills etc.) to an '**excellent**' working knowledge level - being defined as:

A level of knowledge commensurate with being able to **fully** understand the specified / associated emergency / crisis response plan(s) terminology, explanations, checklists etc.....on **100%** of occasions

Note: The above 'terminology with accompanying explanations' etc. can be found in a **separate** 'information article' found at the end of the below link:

<https://aviationemergencyresponseplan.com/information/>

Activate this link and scroll-down the list of information articles shown until you find the one entitled **Glossary**. Click on it to open and read

Associated **checklists** etc. will be found later in **this** document (i.e. the one you are now reading)



Contents

Preamble	2
Background	6
Contents	7
Abbreviations / Acronyms	8
Controlled Document & similar information	10
Phone Home scheme	12
Purpose and Scope	13
Definition - Crisis Support Unit	14
Using this document	17
Chapter 1 Introduction & Levels of Knowledge Required	22
Chapter 2 Appointment of CSU Reps	27
Chapter 3 CSU Procedures	33
Chapter 4 Alerting & Activation	35
Chapter 5 Operational Communications	41
Chapter 6 GO Team	46
Chapter 8 Checklists and Supporting Attachments	48



Acronyms which may be used in this Document

AAIB	Air Accident Investigation Branch (part of UK's 'Department for Transport')
AEP	<i>Airport Emergency Plan</i>
AKA	'also known as'
AOC	Airline Operators' Committee
AOC	Air Operator's Certificate
AODM	Assistant to Operations Duty Manager
C4	(Crisis Response) Command, Control, Co-ordination & Communication
CCC	Crisis Communications (Media Response) Centre (generally located at Airline HQ)
CC	Crisis Controllers (assist CD to manage and operate the accident airline's CMC facility)
CCM	Crew Control Duty Manager (operating from the OCC)
CD	Crisis Director (person charged with overall airline crisis C4 - at the highest level)
CIQ	<i>Customs, Immigration & Quarantine</i> (Port Health is an alternative name for 'quarantine')
CMC	Crisis Management Centre (highest level airline C4 facility - typically located at Airline HQ)
CLACC	Controller - Local Accident Control Centre (Airline's <i>Station</i> rep with local C4 accountability)
COS	CMC Chief of Staff (a selected CC with additional responsibilities)
CPM	(ABCX Airways) - Crisis / Emergency / Contingency (Response) Planning Manager
CRPM	(ABCX Airways) - Crisis Response Planning Manual
CRC (A)	(Uninjured) Crew Reception Centre - Generally located ' <i>airside</i> ' at accident airport
CRC (L)	(Uninjured) Crew Reception Centre - Generally a ' <i>landside</i> ' facility (e.g. a hotel) at or near accident airport
CSO	Customer Services Officer
CST	Crash Site Team (Local <i>Station</i> Traffic / Ramp / Terminal Staff (1 person) + Aircraft Engineering Staff (1 person) deploying ASAP to local accident location)
CSU	Crisis Support Unit
DG	Dangerous Goods
DOCC	(Airline GO Team) - Deployed Operations Control Centre
DVI	Disaster Victim Identification
ECC	Emergency (Telephone) Call / Contact / Information Centre
EOC	<i>Local Airport Authority's / Airport Management Company's Emergency Operations Centre (Accident Airport's crisis response C4 facility [contrast with 'CMC' and 'LACC'])</i>
* ERP	(Aircraft Operator's [Airline's]) Emergency Response Plan (latter is a component part of the overall CRPM)
* ERP - the latter is used in conjunction with 'catastrophic aircraft accident' type scenarios <i>only</i> - i.e. it is <i>not</i> used re aircraft related incidents; operational disruption / business continuity; public health crises; natural disaster etc.	
FAC	Family, Relatives & Friends Assistance Centre (see alternative & <i>preferred</i> term 'HAC')
FCC	Field Control Centre



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

Note that where the term 'special assistance team - SAT' is **used in the context of aviation emergency response ops**, it is **not** referring to the 'special assistance' commonly used at airports etc. to assist e.g. the elderly, the disabled, unaccompanied minors etc. The document you are reading now uses the term 'HAT' instead of 'SAT'



Document Review & Approval

This document has been **reviewed** for adequacy by the 'ABCX Airways' CPM, with confirming signature below:

(X xxxxxxx)

xx xxxxxxx 20xx

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

(X xxxxxxx)

xx xxxxxxx 20xx

List of Effective Pages

Pages 1 through xxx - effective xx xxxxxxx 20xx - Revision (Original)

Revision List

Revision No	Date	By
Revision (Original)	xx xxxxxxx 20xx	TBA

This document is available to all ABCX Airways employees, in electronic version, via *****

(Insert path to ABCX Airways intranet and / or nominated company share-point site here:

.....)

xx * **hard copies** versions of this document are also available at *****

(Insert location(s) where hard copies are stored [and how to access then if so required] below):

.....)

* At least **2 additional hard** copies of this document shall be additionally located / stored '**off-site**' - for business continuity purposes. (All hard copies are controlled documents)

(Insert location(s) where hard copies are stored off-site [and how to access then if so required] below):

.....)



Revision Procedure

***** Manager shall be responsible for managing the revision process for this document

Changed (i.e. new, revised, deleted etc.) information will be shown by a vertical bar to the right of the approximate area of the changed information (as demonstrated in this paragraph). Additionally, all changed text will be highlighted in blue (again, as demonstrated in this para)

Individual revision pages for this document will not be issued. When **internal** (ABCX Airways) revisions are required, the **whole / complete** document will be re-issued **electronically** (via the company intranet site - otherwise via a nominated company share-point site or equivalent / similar method), with the new revision(s) (since the previous version) having been **already** incorporated

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

Pre-nominated employees as per the above paragraph shall notify the ***** Manager via email or similar - to **confirm** that they have studied the parts of the document affected by the appropriate revision, clearly understood the consequences / implications / expectations of same - and have accordingly implemented / will implement whatever measures (if any) may be required of them (by the particular revision concerned)

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

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

Hard copy document revisions will simply require removal of the complete 'old' document from its cover - and insertion of the complete replacement. ***** Manager shall be responsible for ensuring that this process is reliably achieved and that appropriate records are maintained and retained

Distribution

See above



ABCX Airways - Phone 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 family, relatives and friends of passengers and crew believed to have been on board the crisis flight

(For a catastrophic & 'high profile' aircraft accident, more than 50 - 100,000 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 Parent Group) and you are **not** directly involved with the crisis flight (i.e. you were neither a crew member nor passenger on this 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 at the time

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 considered to be **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 families and friends etc. (of crew) might not always know which flights they are operating and / or in which part of the world they might be at any particular time

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 so do) 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



Purpose & Scope

The ***purpose*** of this document is to provide a ***framework*** upon which ABCX Airways ***OCC*** can build, train and exercise its ***Crisis Support Unit*** system and associated plans etc. This framework may be regarded as the 'bones' of that plan

The OCC shall address (in a timely and competent manner) any further and / or on-going work of putting the 'meat on the framework bones' as required - and maintaining same thereafter

The ***scope*** of this document is such that it encompasses the purpose described above. Consequently, the ongoing scope shall be considered to be flexible

The ABCX Airways ***senior manager*** responsible for the OCC shall ensure that the above purpose and scope are achieved and maintained on an ever-ongoing basis



CSU - DEFINITION + general background information

The term '**Crisis Support Unit - CSU**' refers to pre-nominated elements of ABCX Airways **HQ based departments / business units** etc. - having specialist / functional role(s) to play (related directly to what they do during 'normal business' ops), in response to a catastrophic aircraft accident - or similar severity / impact crisis

For typical examples of ABCX Airways CSUs - see the boxed list on page 19

The **vast majority** of all airline departments / business units are required to contribute to the CSU concept and operation, to a greater or lesser degree

Simplistically, every such department / business unit might be considered to be "virtually" divided into two parts during a major crisis response operation, with one part (**not** being part of the CSU) looking after:

- **Normal** and possibly ensuing (crisis related) **disrupted** (business continuity) type operations

Whilst the other element (the **CSU**):

- Typically focuses its efforts on the crisis response operation **only** - insofar as such response **relates directly** to the **particular** CSU under consideration e.g. Flight Ops CSU need concern itself **only** (generally speaking) with the flight ops aspects of a crisis response; Aircraft Engineering CSU deals **only** with crisis related aircraft engineering matters and so on

The objective is to **contain** and **manage** the **crisis** whilst concurrently running separate '**normal business**' type operations - together with any associated **disruption** response..... if so required by actual circumstances 'on the day'

In plain language, this entails running **three** different responses concurrently - albeit (necessarily) with a lesser number of persons assigned to each (which inevitably means harder work at longer hours for all concerned - an undesirable but typically unavoidable consequence of handling e.g. a 'worst case scenario' aircraft accident type crisis)

Note 1: An example related to the above might be a catastrophic aircraft accident occurring at the airline's major hub / operating airport (closing that airport for several days e.g. due having a single runway only) - requiring - **a**) a crisis / emergency response operation and - **b**) a **separate** but near concurrent disrupted operations (business continuity) response, whilst - **c**) **concurrently** maintaining 'normal' ops over the remainder of the airline network - assumed here to still be operating e.g. via other suitable airports



Note 2: A **VERY** small number of **airline** HQ based departments / business units will typically **not** be required to form and operate a CSU as described above e.g. an airline's **Quality Department** typically has no 'quality' specific / related functional role to play during **actual** catastrophic aircraft accident response ops. Note, however, that Quality Department staff can (and typically will) still undertake 'generic' (i.e. non-CSU related) crisis response roles - e.g. assisting with the airline's Crisis Management Centre operations - typically in the crucial role of '**log manager**'

A suitably experienced 'CSU Representative' (CSU Rep) shall be nominated (by the appropriate department / business unit head / senior line manager) and should ideally (as a minimum) have **at least one alternate** (back-up / deputy / proxy) rep to cover for absence etc. (manpower permitting)

However (and as a general concept) - the more CSU staff there are to form the 'CSU Team' (up to a point) - the better. The latter will largely be dictated by the overall (normal business related) manpower resources available to the particular department / business unit concerned

The nominated CSU 'Rep' and alternate rep(s) shall work closely with the appointed person responsible for overseeing emergency / crisis response planning within the airline (ABCX Airways term for this person is 'Emergency / Crisis (Contingency) Response Planning Manager' [CPM]) - in order to produce, implement, maintain, train, practice (exercise) and review (their own) CSU specific crisis response plans, procedures & checklists, as appropriate

The ABCX Airways CPM is:

*Insert 'CRPM's' name + **all** telephone & email etc. contacts here*

Note - It is important to clearly understand the fundamental CSU concept - i.e. whilst the CPM will provide on-going guidance & support - **it is the CSU itself** which will ultimately own, prepare, maintain & operate (and eventually re-train and exercise itself in) its own crisis (emergency) response plans

Note further that CSU staff:

- * Can assist in the manning and operation of an airline's **Crisis Management Centre** (CMC) at time of crisis - under the leadership of a Crisis Director **AND / OR**
- * Can conduct own emergency / crisis response ops from **normal** work place **AND / OR**
- Can deploy as part of an airline **GO Team** - as required and where appropriate

* The airline HQ location(s) from which CSUs operate at time of crisis depends on the associated 'command & control' 'model' used by the airline. For more info on the latter see the below link:

<https://aviationemergencyresponseplan.com/information/>

When this link opens - scroll-down the list of information articles shown until you find the one entitled:

'Typical Manning & Equipment Models for Airline Crisis Management Centres' (Click on it to open and read)



Each CSU should provide (available 24 / 7 / 365 if airline operates 24H - [latter has been assumed herein]) a suitably trained & current CSU 'duty person' - ready for potential crisis response duties and / or related specialist advice, specific to what that particular CSU 'does' in its 'normal business' roles and responsibilities

For the appropriate '**contactable period**' assigned (suggested as weekly) said CSU 'duty person' should:

- Be 100% reliably contactable by **telephone** 24 / 7 / 365
- Know what to do when contacted / alerted
- Be in a fit state to do what is required (or appoint a substitute if temporarily indisposed)
- Be located within a * **reasonable** travelling time of reporting location - or wherever the particular CSU's crisis response duties need to be enacted (e.g. for a GO Team deployment)

* The term '**reasonable**' is not defined herein - but should be interpreted logically & sensibly

As a guide, about 60-90 minutes travelling time **absolute maximum** is suggested - accounting for all expected traffic factors (e.g. local rush hour[s]) and other, relevant considerations - appropriate to anticipated, local circumstances

Note - The names (designations) of departments / business units etc. (forming Crisis Support Units) as used herein are for illustrative purposes only - as each airline will have different names for its own equivalent departments etc. - performing the same / similar functions, as those used herein e.g. 'Airport Services' versus 'Ground Operations'. 'Customer Services' versus 'Service Delivery' and so on

Furthermore, typical CSU roles, responsibilities and accountabilities assigned to individual department / business units in **this** document - could well be assigned to an entirely different department / business unit in reality. (For example, **airline X** assigns loading of the airline GO Kit to Cargo CSU whilst **airline Y** might assign the same responsibility to Airports Services [Ground Ops] and / or Aircraft Engineering CSUs [perhaps because the airline might not have its own Cargo Department / Business Unit?])



Using this Document

Layout & Sequence

For purposes of standardisation CSU plans should follow the sequence & layout specified below:

- Have an **introductory section** (you are reading a generic version of such a section right now)
- Have a **Chapter 1** listing the CSU's primary responsibilities - using **brief bullet points only**
- Have a **Chapter 2** documenting full details of those nominated as CSU representatives and alternate reps (names / titles / full contact information / terms of reference) - together with brief details of their collective and / or individual responsibilities
- Have a **Chapter 3** documenting the required ***procedures** - associated with the **appropriate bullet points** found in **Chapter 1**
- Have a **Chapter 4** documenting the **general **** alerting & activation procedure (i.e. how ******* key **contactable** persons from the different CSUs are initially alerted to a crisis situation) - together with the subsequent **internal** alerting & activation procedure, applicable to **specific** CSUs (i.e. how CSUs then **internally** alert own CSU staff following receipt of the general alert)
- Have a **Chapter 5** documenting how CSUs will **communicate operationally** - both within the CSU and with other appropriate parties (e.g. with the airline's Crisis Management Centre; other CSUs; externally etc.), during crisis response operations
- Have a **Chapter 6** documenting how the specific CSU's ******** nominated **GO Team** members (as appropriate) will **assemble, deploy** and **operate** at time of crisis
- Have a **Chapter 7** documenting the required **checklists** and / or checklist entries as **associated with** Chapter 1 **bullet point** entries and / or Chapter 3 **procedures**
- Use appendices (A, B, C etc.) for any additional information - as required by the CSU

NB: Note well the specific and 'inter-dependent' relationships between Chapters 1, 3 and 7 above

*** Procedure** - a written statement describing clearly and in adequate detail 'how something is done' i.e. the 'who, what, where, when, why and how'. For each **appropriate bullet point** associated with a specific CSU's crisis related responsibilities (as shown in the specific CSU's Crisis Response Plan Chapter **1**) - there should be an associated **procedure** (where necessary) in Chapter **3** + an associated **checklist** and / or **checklist item entry** (where necessary) in Chapter **7**



**** Alerting & Activation** - is the process whereby the airline (as a whole) is **alerted** to a major crisis and then **activates** its appropriate response to same. The process **initially** involves utilisation of 'key contactable persons' from each department / business unit which is required to respond

Within CSUs - the term is **also** used to describe how any specific CSU then goes on to conduct its own (internal) alerting & activation - i.e. once its own 'key contactable person(s)' has / have received the initial alerting message, it is necessary to then describe / document how the CSU key contactable person then further alerts his / her own CSU staff (& possibly the remainder [non-CSU part] of the department / business unit) - where crisis circumstances 'on the day' so require

Note - **Initial** alerting is invoked by the airline's Operations Control Centre's (OCC) Duty Manager

***** 'Contactable'** - a term used within the ABCX Airways overall ERP - describing a system relating to how a CSU (& others) deemed '**critical** to an airline's crisis response' - guarantees that it is capable of taking (24/7/365 [as and when required]) an initial alerting call-associated with a major crisis. It is expected that most (if not all) airline CSUs will be included in the term 'critical'

****** GO Team** - the airline team which typically deploys to (or as near as possible / practicable to) the location of a major (airline) accident, in order to conduct 'on-site' operational, humanitarian, crisis communications etc. type duties. Nominated CSUs shall contribute trained & current CSU staff to any deploying GO Team



Departments / Business Units typically required to Form CSUs

The following ABCX Airways (+ ABCX Parent Group departments / business units) shall form CSUs (list is **not** exhaustive):

- Airport Services #
- Business / Staff Travel
- Cabin Services (Cabin Crew [Customer Services / Service Delivery etc.]) #
- Call / Contact / Information Centre(s) (Reservations etc.)
- Cargo #
- (In-flight) Catering (via Customer Services / Service Delivery etc. - as applicable/appropriate)
- Commercial (Airline Planning / Marketing / Sales / Retail / Ecommerce etc.)
- Crisis Management Centre - Support & Administration Team * + **
- (Aircraft) Engineering (including MAINTROL [maintenance control]) #
- Facilities
- Finance #
- Flight Operations #
- Flight Safety #
- GO Team*
- Ground Transport
- HR #
- Humanitarian (Special / Family) Assistance Team * + ** + #
- Health & Safety (and / or Medical Services; Ground Safety / OHS etc.) #
- Insurance #
- IT / ICT #
- Legal #
- Loyalty Scheme (Frequent Flyer Programme)
- Integrated Operations (Control) Centre (OCC)
- PR / Corporate Communications (including Website, Social Media & Internal Comms) #
- Procurement #
- Quality ** + # (GO Team deployable - depending on assigned emergency response roles)
- Reservations / equivalent (if not already covered as part of 'Commercial' / 'Customer Svcs')
- Aviation Security (AVSEC) #
- General Security (Airline HQ)
- Tour Operators (Customer Ops) [for 'inclusive package / charter' type airlines only]

Notes

1. CSUs (unless planned / advised otherwise e.g. they may be required to operate from the airline's Crisis Management Centre instead of / in addition to operating from normal work location) should plan on operating 24H (12 hour back to back shifts) from **normal** work location - during emergency / crisis response ops
2. * = Emergency response teams which do **not** have a 'parent' airline (or similar) department / business unit. Although not 'technically' CSUs they are treated as such herein



3. ** = CSUs having a liaison / support role in the airline's Crisis Management Centre (CMC)
4. # = CSUs expected to **additionally** deploy staff as part of airline's GO Team, as required
5. Appropriate departments / business units with low staff establishment **shall still be required to form a CSU** should associated crisis response roles & responsibilities so require. However, such manpower limitations & associated difficulties are acknowledged here - and will be managed accordingly by the CMC & appropriate line management teams 'on the day'
6. Some CSU elements may operate remotely from company HQ / normal work location (but **not** as an element of a deployed GO Team) - depending on emergency / crisis response roles and responsibilities (e.g. 'airport services' staff nominally based at airline HQ location - but actually required to work e.g. from a [co-located or nearby] hub / main airport associated with that airline HQ location; similar might apply to 'cargo' staff etc.)

Note - Where an airline is part of a 'parent' group / company - it is recommended that an equivalent of the CSU concept be similarly adopted by said parent group / company - if appropriate and so authorised / approved

In such circumstances, the division of authorities, roles, responsibilities, accountabilities etc. (i.e. between the airline and parent group/company) - must be carefully planned, agreed, documented, trained & exercised

IMPORTANT NOTE

During actual crisis / emergency etc. response operations, and in the absence of specific instruction from higher authority to the contrary, the ABCX Airways 'accountable manager' requires that the airline's OCC CSU shall (under the direction of the most senior OCC manager on duty) autonomously, unilaterally and rapidly follow its **OWN** established checklists and associated crisis response procedures - as appropriate to the Alert State Colour Code declared, and in accordance with actual circumstances prevailing 'at the time / on the day'

The above situation shall prevail until such time as the crisis / emergency is deemed terminated by an appropriate ABCX Airways authority OR the airline's 'Crisis Management Centre - CMC' assumes 'command, control, co-ordination and communication' of the crisis / emergency, via a current and comprehensive situation brief and handover from the appropriate OCC manager(s)



Deliberately Blank



Chapter 1 - INTRODUCTION

General

This document provides the appropriate processes, procedures, checklists etc. necessary for the OCC CSU to train for, exercise and conduct (its own) effective, efficient and expeditious ABCX Airways emergency / crisis response ops - as related specifically to any relevant **catastrophic aircraft accident / aviation disaster** type scenario (latter as defined in the '**glossary**' referred to on page 6)

The OCC CSU needs to train (initial & recurrent) and exercise (recurrent) as per above as it will **always** be required to **initially** 'manage' any such major crisis response, until such time as the airline's Crisis Management Centre (CMC) or similar / equivalent facility, is able to assume the responsibility

Re the latter, the very quickest estimate of the CMC being able to 'take over' is around 30 minutes (e.g. considering an accident occurrence at some time during a 'normal business' working period)

At the other end of the scale, think two to three hours or very possibly longer (e.g. accident occurs on New Year's Eve ['western' calendar] at a quarter to midnight!.....or during Eid al-Fitr [Muslim calendar] for airlines having their HQs and OCCs in Muslim countries etc.) (Reminder: ABCX Airways operates 24 / 7 / 365)

Furthermore, the OCC might (probably will) also need to **concurrently** manage its 'normal' ops responsibilities (assuming that the airline is still operating) - together with **operational** aspects of any **accident related disruption response** (e.g. if the accident closes the airline's main / major hub airport for a significant period of time)

Lastly, until the CMC and / or **other** ABCX Airways CSUs can start to assume their emergency / crisis related responsibilities, OCC might be conducting such response virtually alone

Knowledge Level Requirements

ALL OCC Staff shall acquire and maintain an **excellent** working knowledge of:

CRPM Part 1 / Volume 7A - OCC CSU Plan (i.e. the document being read right now)

Overall OCC Manager, ODMs & * CCMs shall acquire & maintain a **good** working knowledge of:

CRPM Part 1 / Volume 1.....ERP Policy & General Overview (separate document)
CRPM Part 1 / Volume 2.....C4 (Red Alert Checklists section only) (separate document)
CRPM Part 1 / Volume 5.....GO Team Operations (separate document)
CRPM Part 1 / Volume 6.....Station / Destination Airport ERP (separate doc)

* **CCMs** = 'Crew Control (Duty) Managers'



Overall OCC Manager, ODMs & CCMs shall acquire & maintain a **reasonable** working knowledge of:

CRPM Part 1 / Volume 2.....**C4** (Remainder of Document) (separate doc)
CRPM Part 1 / Volume 3.....**Humanitarian Assistance Ops** (separate doc)
CRPM Part 1 / Volume 4.....**Emergency Call Centre Ops** (separate doc)
CRPM Part 1 / Volume 7.....**Other Relevant CSU Plans** (separate doc)
CRPM Part 1 / Volume 8.....**Integrated ERP Ops** (e.g. with other airlines) (separate doc)
CRPM Part 1 / Volume 9.....**Crisis Communications** (separate doc)

All of the above documents are available via the company internet (insert associated 'path' here)

3 x hard copies of each are also retained in the OCC documents library

Excellent Working Knowledge

A level of knowledge needed to **fully** understand & apply **all** aspects of the specified emergency / crisis response plan(s), on **100%** of occasions

Good Working Knowledge

A level of knowledge needed to understand and apply **most** aspects of the specified emergency / crisis response plan(s), on **most** occasions

Reasonable Working Knowledge

A level of knowledge needed to understand the **basic** aspects of the specified emergency / crisis response plan(s), on **most** occasions

Important Note:

Where appropriate and available (i.e. working as part of the 'integrated' OCC team), the 'Overall OCC Manager' should consider adding additional staff categories to those already documented above e.g. Dispatchers; Aircraft Engineering staff; Reservations staff; Airport Services staff; Ground Handling staff etc.

Where this is done, the associated 'knowledge level' requirements (for all such additional persons) should also be specified herein



OCC CSU - SUMMARY of MAIN CRISIS / EMERGENCY RESPONSE ROLES & ACCOUNTABILITIES

GENERAL i.e. before & after actual crisis / emergency response operations (or exercises)

- Prepare, document and maintain OCC CSU's ERP (catastrophic aircraft accident)
- Prepare & maintain OCC's Crisis Contacts (Communications) Directory
- Update Crisis Contacts Directory changes to CPM without delay
- Establish / operate OCC's own **internal** (emergency / crisis) alerting & activation system
- Answer OCC (emergency / crisis use only) telephone **hotline** within 20seconds
- Take & react appropriately to crisis / emergency etc. notification(s)
- Train and exercise (regularly) in OCC CSU's ERP
- Identify & apply 'lessons learned' post exercise; post actual crisis etc.

SPECIFIC i.e. during **actual** (+ for associated exercises) crisis response ops (delegate below actions as required)

- Take/ obtain accident details & decide / declare appropriate **alert state** * **colour code**
* Should be **RED**. (**Exceptionally ORANGE** whilst e.g. an associated 'evaluation' takes place)
- Initiate **airline's** alerting & activation process commensurate with declared colour code
- Activate **OCC's** (internal) alerting & activation process (catastrophic aircraft accident)
- Activate the OCC CSU ERP (catastrophic aircraft accident)
- Assume crisis C4 accountabilities until relieved (operating from the OCC [**not** the CMC])
- Delegate 'normal' & 'disrupted' ops control duties to other, appropriate OCC staff
- Commence & maintain written 'Big Picture' crisis / emergency log of events
- **Ensure appropriate emergency services alerted and responding to crisis situation**
- **Obtain accident flight's DG info & disseminate immediately to those needing same**
- Provide short telephone briefings to accountable manager & 'on-call' Crisis Director
- Provide short brief for OCC team and provide regular updates
- **Obtain preliminary crew list** (GEN DEC) + **PAX manifest for accident flight & disseminate immediately to those needing same**
- Activate contracted third party (external) 'specialist / expert' support (if any)
- Generate GO Aircraft & oversee **all** crewing / operational prep. for despatch (as required)
- Arrange for additional OCC staffing to be 'called out' as required
- Communicate accident details as regulated / required e.g. to the AAIB
- Advise accident flight's ****** up-line & down-line airports / outstations (as appropriate)
****** Direct / request that they immediately activate their own emergency response plans accordingly
- Advise other airlines involved, as appropriate (e.g. codeshare, alliance, charter, lease)
- Check that accident flight's PAX list etc. is being 'frozen' in all appropriate 'systems'
- Monitor progress of any associated PMV procedure and likewise for the crew-list
- Arrange for 'all staff' message to be sent advising same to 'phone home' ASAP
- Arrange for 'all staff' message to be sent advising same not to communicate with media
- Obtain & log regular updates on crisis / emergency situation
- Oversee collection / safeguarding of accident flight's 'operational' documentation



Continued from Previous Page

SPECIFIC / continued

- Provide a briefing & then *** hand-over crisis C4 to CMC - when so directed
*** Including handover of up to date OCC crisis response log sheets to CMC Log Manager
- Continue to manage crisis related issues which **** remain OCC responsibilities
- **** For example - continued oversight of GO Team flight's despatch preparations
- Anything else required as per actual circumstances 'on the day'
- Resume control of normal OCC operations & prepare to manage any ***** disruption
- ***** Typically as associated with the accident - e.g. think a major hub airport being closed for a week!
- Arrange for psycho-social support for self & other OCC staff - as required
- Prepare / participate in 'what could have been done better?' type debriefings

Note - much of the above will probably be handled directly by the OCC Duty Manager. However, certain responsibilities related to the crisis response (detailed later in *this* document) **are** delegated to other OCC staff (manpower resources 'on the day' so permitting)



Deliberately Blank



CHAPTER 2

APPOINTMENT of CSU REPRESENTATIVE + ALTERNATE (Back-up / Deputy) REPS

CSU REP etc. - DEFINITION

A suitably competent person(s) (appointed by his / her department's or business unit's head) charged with the origination, planning, implementation, maintenance, review and training in / exercising of *that* department's / business unit's CSU emergency / crisis etc. response plan

The appointed person(s) shall be considered the department / business unit 'expert(s)' on all emergency / crisis / contingency response matters concerning same - and will serve as the primary (departmental etc.) link with the airline's CPM

A minimum of one alternate (back-up / deputy) person to the primary CSU rep shall be appointed where possible (e.g. manpower permitting). More CSU members (together forming the associated CSU Team [again, manpower permitting]) may be appointed, if so desired and practicable

The latter will positively assist with the acquisition of knowledge (re CSU crisis response) *and* spread of workload and responsibilities within the CSU. In other words, the more persons in the CSU team the better - up to a point. However, don't forget the additional (separate) manpower requirement to also run concurrent '*normal*' and any crisis associated '*disrupted*' operations for the parent department / business unit - which could mitigate the prospect of having a large CSU

Reminder: If required, see CSU 'contactability requirements' - pages 16 and 18

Main Purpose of the Job

A CSU's Rep & Alternate Rep(s) are responsible to the department / business unit head / senior line manager etc. - for the planning, implementation, maintenance, review, training, exercising and oversight (during actual crisis response operations for latter) of that particular CSU's emergency / crisis response plan(s)

Initially (when first writing a CSU plan), CSU crisis response plans shall be based *only* on the **catastrophic aircraft accident** type scenario. Eventually, other types of contingency shall also be included e.g. aircraft incidents; severe operational disruption (business continuity); public health incident; natural disaster etc. However, do note that this is beyond the purpose and scope of the guideline / template document which you are reading right now (which relates to the catastrophic aircraft accident situation only)



Key Tasks and Responsibilities

A CSU's Rep & Alternate Reps are responsible to the parent Department / Business Unit's Senior Manager for the following accountabilities:

- CSU representation at all appropriate meetings (whether airline internal.....or external)
- Ensuring appropriate CSU plans are in place, current, maintained and regularly reviewed
- Arranging for an appropriate CSU budget (where required)
- Ensuring adequate CSU manpower resources reliably available, as directed
- Ensuring other required CSU specific resources in place / in process of being procured
- Ensuring that a suitable system is in place to guarantee 24 / 7 / 365 CSU alerting
- Establishing & maintaining a suitable **internal** system for specific CSU **activation**
- Attaining 'expert' status on all emergency / crisis response matters concerning the CSU
- Establishing and maintaining an initial and recurrent CSU training programme
- Establishing and maintaining a system to validate / test CSU crisis response plans (exercising)
- Maintaining documented records & reports - particularly concerning training & exercises
- Identifying / applying 'lessons learned' following exercises and / or actual emergency / crisis
- Acting as CSUs prime liaison with airline's Crisis / Emergency (Response) Planning Manager
- Ensuring that appropriate emergency / crisis / incident response plans for '**subordinate formations**' (as applicable) are produced, maintained, reviewed, trained, tested etc. (see next 'headed' paragraph immediately below for more on this)
- 'Managing & operating' the CSU during actual emergency / crisis response operations
- Anything else as appropriate and as required

CSUs - Emergency / Crisis Response Plans for '**Subordinate**' Formations / Agencies / Units

During 'normal business' ops, a small number of airline departments / business units (and thus their CSUs too) are responsible for 'managing' subordinate formations to the necessary extent required / permitted

A good example of the latter might be the airline HQ based '**airports services department** (the CSU) together with all airline stations / out-ports etc. (the **subordinate** formation[s]) for which that airports services department CSU is responsible. Other examples include:

HQ Dept / Bus. Unit / CSU	Possible Subordinate Formation(s) / Agencies / Units
Cabin Crew	Cabin Crew Bases (as applicable)
Cargo	Station Cargo Staff / Contracted Cargo Agents
Commercial	Country Managers etc. / Retail (shops) / Contact Centres etc.
Corp. Communications / PR	Contracted PR Agencies / External Reputation Consultancies etc.
Aircraft Engineering	Contracted Line Maintenance at Stations etc.
Flight Operations	Pilot Bases (as applicable)
Security	Contracted Security at Stations; at City / Town offices etc.



Subordinate formations will almost certainly be required to respond (to a greater or lesser degree, depending on the nature of the formation) to a major emergency / crisis / incident affecting ABCX Airways. Accordingly, such formations should have their own associated and appropriate 'fit for purpose' emergency / crisis / incident response plans etc. in place + staff and other resources necessary to effectively and efficiently carry them out

This should be relatively easy to achieve where the subordinate formation is part of ABCX Airways e.g. pilot and cabin crew bases - and perhaps some airport stations staffed directly by ABCX Airways airports, aircraft engineering staff etc.

However, the task will be **much** more difficult for third party organisations (e.g. ground handling agents; contracted line maintenance [aircraft engineering]; contracted PR agencies etc.) which are, in reality, only **notionally** subordinate to ABCX Airways - as governed by associated contract terms and conditions

Regardless of the difficulties faced in requiring / requesting appropriate, subordinate organisations to become an 'integral' part of the airline's overall response to a major aircraft accident - **the task must nevertheless be vigorously pursued in order to try and reach the desired conclusions**. It is the responsibility of the subordinate formation's 'parent' CSU (and thus, ultimately [and in turn], the most senior manager of that CSU's parent department / business unit) to ensure that everything possible / feasible is done to achieve same

A recommended method of achieving the latter is for the parent department / business unit's CSU to produce a **template** which said subordinate organisation(s) can follow when producing their own emergency / crisis / incident plans, as related to their own involvement with ABCX Airways ops

Once completed, subordinate formations return their (first attempt) draft plans to the parent CSU for scrutiny and feedback. This feedback is then returned to the appropriate subordinate formations for further update of the plan. This process then repeats (iterates) itself - until both the parent CSU and subordinate organisation agree that 'the plan' is as complete as it is going to be 'in the circumstances prevailing' at that point in time

Note 1 - Not only do subordinate formations need to produce 'fit for purpose' emergency / crisis response plans as per above, they also need to know how to use them. Accordingly, **training and exercising** aspects of same should adequately be provided for

Again, **this may be difficult to achieve in reality** but, as always, **MUST** be pursued by parent CSUs, in order to try to achieve mutually satisfactory solutions

Note 2 - It may be useful to stipulate desired 'emergency / crisis / incident related response requirements' in associated contract conditions re / for appropriate, external organisations e.g. for **airport** ground handling services, the **IATA Standard Ground Handling Agreement (SGHA)** is used by most airlines / ground handlers

Since 2008 the SGHA has included some fairly useful (BUT optional) clauses related to the provision of emergency response services - to customer airlines - by the contracted ground handling agent (GHA). If these options are invoked by the airline (**which all airlines should plan for**), there may (almost certainly will) be an additional charge (cost) levied by the GHA on the airline, for so doing. Furthermore, if the GHA is actually required to deploy such services in reality, additional charges might (almost certainly will) again be levied



Selection of CSU Rep & Alternates + CSU Manning

Department / business unit heads / senior managers / line managers etc. - are responsible for selection / appointment of their CSU Rep and Alternate Rep(s). An ideal 'selection wish-list' includes:

- a. Ideally **not** being a department / business unit head or senior manager (unless manpower constraints dictate otherwise e.g. the one or two person business unit!)
- b. Not already assigned (actual and / or potential) to **other** emergency / crisis response roles which will / might **override** (in operational importance / priority) the CSU role
- c. Enough overall experience of department / business unit functions to be effective
- d. Willing (volunteers are best)
- e. Capable of devoting the requisite time and effort to the task (difficulty in achieving this in a busy airline is acknowledged - but must nevertheless be 'managed' accordingly)
- f. Able to command respect and support within the department / unit etc. for him/herself + other CSU staff, and for the entire concept of crisis / emergency etc. response planning in general

Reminder

It is important to understand that a CSU does not comprise **just** the CSU Rep + the Alternate Rep(s)

In theory, upwards of **half** a department / business unit's staff (i.e. the CSU 'team' working under the CSU Rep and Alternate Rep[s]) might be deployed in support of a CSU's crisis planning / actual response duties (with the **other** [non-CSU] 'half' simultaneously handling concurrent '**normal**' ops and also any '**disruption** [business continuity]' ops associated with the crisis)

For a large department / business unit (e.g. plenty of manpower) this might entail a significant number of persons dedicated to CSU ops e.g. for a Flight Ops Department comprising 20 staff at airline HQ (i.e. we are talking about a relatively large airline here), 10 of those staff might typically be assigned to the associated (Flight Ops) CSU

If we take a small department / business unit in contrast - **all** staff might need to contribute to their CSU. Even then, this might not be sufficient to satisfactorily perform all required CSU crisis response functions **plus** maintain normal and / or disrupted operations (a typical 'severe' limitation here is the 'one person' department / business unit ['single point of failure' type situation])

Such limitations (as applicable) are acknowledged here **BUT** must nevertheless be managed accordingly (during pre-planning) by the department / business unit concerned (e.g. by de-conflicting leave & other 'out of office' circumstances; by cross-training etc.) and also during actual crisis response ops - e.g. by appropriate CMC intervention(s)

Where CSU staff workload (during actual crisis response operations) is light - such staff might be directed to **additionally** undertake normal and / or disrupted operations duties. However, CSU duties must always take priority, where any conflict of such responsibilities occur



***** **CSU - Head of Department / Unit + CSU Representative and Alternate(s)**

- **Insert here** details of the **CSU's Head** (or otherwise the senior line manager) of **Department / Business Unit** (Title; name; mobile [work & personal], office and home telephone numbers; FAX No; Email; Social Media etc.)

- **Insert here** details of the **Primary CSU Representative** (Title; name; mobile [work & personal], office and home telephone numbers; FAX No; Email; Social Media etc.)

- **Insert here** details of the CSU Representative's **No 1 Alternate person** (Title; name; mobile [work & personal], office and home telephone numbers; FAX No; Email; Social Media etc.)

- **Insert here** details of the CSU Representative's **No 2 Alternate person** (Title; name; mobile [work & personal], office and home telephone numbers; FAX No; Email; Social Media etc.)

- **Insert here** details of **other** nominated CSU team staff (Title; name; mobile [work & personal], office and home telephone numbers; FAX No; Email; Social Media etc.). **Carry this list on to further pages - as required**

- **etc.**



Deliberately Blank



CHAPTER 3

PRODUCING ASSOCIATED PROCEDURES for the OCC CSU

Chapter 3 is where CSU Reps / Alternate Reps are required to document the '*who, what, where, when, why, how - etc.*' related as to how exactly appropriate elements of their own, specific CSU plans will actually function in practice i.e. all of the appropriate *operating detail* of same (where required) should be found in this Chapter 3

A generally accepted & common use word for describing what is required above - is a '*procedure*'

Using a very simplistic example of demonstrating what a procedure is - take '*making a cake*':

- * Product / service / operation: Make a cake
- * Inputs / resources: Ingredients, cooking utensils, stove, the cook / chef etc.
- * **Procedure:** The *recipe*
- * Output: The completed cake

Note - the 4 bullet points above, taken together, are known as a '*process*'

OCC - Crisis Response Procedures

The OCC emergency / crisis response *checklists* found at *Chapter 7* of *this* document have been deemed sufficiently comprehensive, relevant and explicit - that it acceptable for same to jointly represent *both* the required procedures *and* the checklists *combined*

Accordingly, no specific procedures are documented in this Chapter 3



Deliberately Blank



CHAPTER 4

ALERTING & ACTIVATION SYSTEM

+ OCC CSU Crisis / Emergency etc. Contacts Directory

In the event of a **major** crisis / emergency (e.g. a 'catastrophic aircraft accident') **key personnel** (i.e. department / business unit Head + CSU Rep + CSU Rep Alternates + any other nominated key CSU personnel [amongst many others]) from ABCX Airways CSU's will be initially alerted by the airline's central (automated) '**crisis / emergency alerting & activation system**' - as typically (but not always) invoked by the airline's **ODM**

'**Alerting**' typically comprises a brief telephone and / or SMS text and / or email and / or social media message and / or pager message etc. - being sent to every person (including external agencies if appropriate) so **pre**-designated to receive such notification(s)

The alerting message is typically prefixed (spoken 3 times successively) by the appropriate (ODM declared) '**alert state colour code**' i.e. a **RED** Alert message (for a catastrophic aircraft accident type situation) will be sent to the airline's pre-designated '**RED Alert** emergency response team'

The above message (if for real) will typically start with the words:

*'.....**RED Alert, RED Alert, RED Alert - this is the ABCX Airways ODM; - this is not an exercise / repeat - this is not an exercise**.....'*

Brief details of the crisis / emergency then follow in a standardised format - which should already be familiar (via previous training and exercising) to all potential message recipients

The latter are then required to acknowledge the alert ASAP (generally via the touch tone keypad [or equivalent] of their own telephone / device etc. e.g. '.....press 1 if available immediately; press 2 if available soon ' etc.) and then report for crisis duties as soon as possible (if available) and / or as directed and / or as per SOP etc.

Note: A very small number of responders e.g. Crisis Director; Crisis Communications Controller, **very** senior management etc. - will **additionally** be alerted by **personal / direct** telephone call

CSU key (contactable / on-call) person(s) alerted as per above should, in turn, initiate their CSU's own (typically **manual**) **internal** alerting system - leading to subsequent activation of the remainder of the CSU (& other, appropriate department / business unit staff) yet to be alerted



CSU Rep and Alternate Reps are responsible for devising a system to ensure that **at least one** of the CSU's designated key contactable persons is (at any one time):

- **RELIABLY** and **QUICKLY** contactable by **telephone** * 24 / 7 / 365 (24H airline ops assumed)
- Located within a ** reasonable travelling time of crisis response duty location
- In a reasonably fit condition for crisis response duties
- Fully familiar with all aspects of his / her own CSU crisis plan (i.e. excellent working knowledge of same required)

* **Note 1:** Only applies if the airline operates on 24H basis. If not, the contactability requirements apply at any time that flight operations are actually being conducted

** **Note 2:** The term '**reasonable**' is not defined but should be interpreted logically & sensibly. As a guide, a **maximum** of about 90 minutes travelling time is suggested - accounting for all expected local & seasonal traffic factors e.g. rush hour; peak summer / holiday traffic etc. - and other reasonably anticipated contingencies

CSU Reps & Alternate Reps are further responsible for:

- Devising an efficient and effective **internal** staff alerting & activation (callout) system for crisis use (e.g. the Cascade / Callout Tree system - see page 39 for an example)
- **Practising** the department's internal alerting at regular intervals (at least 3 monthly). This is best achieved by use of a 'contact exercise' - rather than actually requiring personnel to report for duty. Documented records should be maintained & retained for audit purposes
- **Maintaining the CSU's internal contacts database system** (i.e. ensuring all department / business unit / CSU **internal** contacts [telephone, email, FAX etc.] are current, correct & appropriate)
- **Maintaining the CSU's external contacts database system** (i.e. ensuring all department / business unit / CSU **external** contacts [telephone, email, FAX etc.] are current, correct and appropriate)

Note 1 - 'external' includes other parts of the airline together with any non-airline parties

Note 2 - the CSU Rep & Alternate Reps are directly responsible for maintaining the contacts databases. This task should be reviewed at intervals **not exceeding 3 months** and may be delegated. Documented records shall be maintained and retained for audit purposes

- Providing current and correct 24 hour contact information for CSU members (typically a minimum of Head of Department / Business Unit plus CSU Rep plus Alternate Rep(s) plus any other nominated key CSU personnel) - to the ABCX Airways CPM, in order that the latter can update the **master** contacts database associated with the airline's **primary / main / central / overarching** automated alerting & activation system



Contact Telephone Numbers

The following protocol should be used when writing contact information into CSU crisis plans and / or any other associated documents; databases etc:

- Always use **full** telephone numbers (area codes included) and other contact information
- For **overseas** telephone numbers record the info according to **standard, international annotation** e.g. + 34 (0)1234 567890
- Always include as many mobile / cell **and** home (landline) phone numbers as possible
- Appoint a * specific CSU person (plus an alternate) to run an **initial** cross-check of all telephone numbers (and other contact information) in the CSU contacts directory - for currency and accuracy i.e. **when directory is first compiled**. Thereafter similar checks should be carried out at no more than 3 monthly intervals. Maintain & retain documented records of these checks for audit purposes

* Name these persons here

Reminder:

Recipients of all **RED Alert** messages involving some form of aircraft accident should be unambiguously notified (in the RED alert message) as to whether or not **GO Team deployment is required / anticipated**

A requirement to deploy the GO Team (as appropriate) **MUST** be passed on, in turn **and without delay**, to all other staff designated to receive the CSU's own **internal** alerting messages, particularly those CSU staff earmarked for potential GO Team deployment

In such circumstances, the appropriate **internal** CSU GO Team deployment **procedure / checklist** (as should be documented in Chapters 3 and / or 7 respectively of all CSU plans **if applicable**) should be followed

Note: Where so required - consult with CPM **and** refer to [separate ABCX Airways document] CRPM Part 1 / Volume 5 - GO Team Operations - when producing the above referred to procedure / checklist)

See Chapter 6 of this document (i.e. the one you are reading now) for very brief information about the GO Team (if applicable)

Some (a small number of) CSUs do **not** have a deployment requirement as part of any GO Team e.g. OCC; Business / staff travel etc.



NOTES for CSU REPs & ALTERNATE REPs

Note 1 - The *specific* detail of how *your own (internal)* CSU's Alerting & Activation system functions is to be clearly described ***in this Chapter 4*** of your CSU crisis plan. An incomplete / insufficient list of contacts and a "vague" statement of how the system functions is not sufficient / acceptable

Note 2 - A CSU specific '***crisis contacts directory***' should be produced for CSU use during crisis - in sufficient ***hard copy*** quantities (in addition to any soft copies produced). CSU crisis contact directories are to include ***every possible internal & external contact which it is reasonable to assume the CSU might need to use during a major crisis response - particularly that relating to 'catastrophic aircraft accident'***

Such CSU crisis contact directories are to have paragraph or section headings for each different section - with such headings and contents also displayed at the front of the directory in ***alphabetical order*** i.e. ***a fully indexed contents list is required so as to make 'navigation' of the directory easier and quicker***

Other contact information (in addition to telephone contacts) must also be included in the directory e.g. email; FAX; social media; pager etc.

CSU crisis contact directories (when produced) **should be attached to Chapter 4 of all CSU Plans.** For ease of use they may additionally (but never instead of) **be extracted & used as separate hard and soft copy documents**

A reminder that all forms of the above are 'controlled documents' and shall be maintained as such accordingly

As 'personal' data (possibly including data of a 'sensitive' nature) **will have been provided in conjunction with the provisions of this Chapter 4 - it must be protected in accordance with appropriate data protection requirements** (e.g. not left in public view; only shared with authorised persons etc.) - **and used *only* for the intended purposes, as *pre-agreed*** (in writing and stored 'on record' in a suitable repository) **with the person that the personal data is about / relates to etc.**



Cascade Callout Tree Alerting System - Typical Example

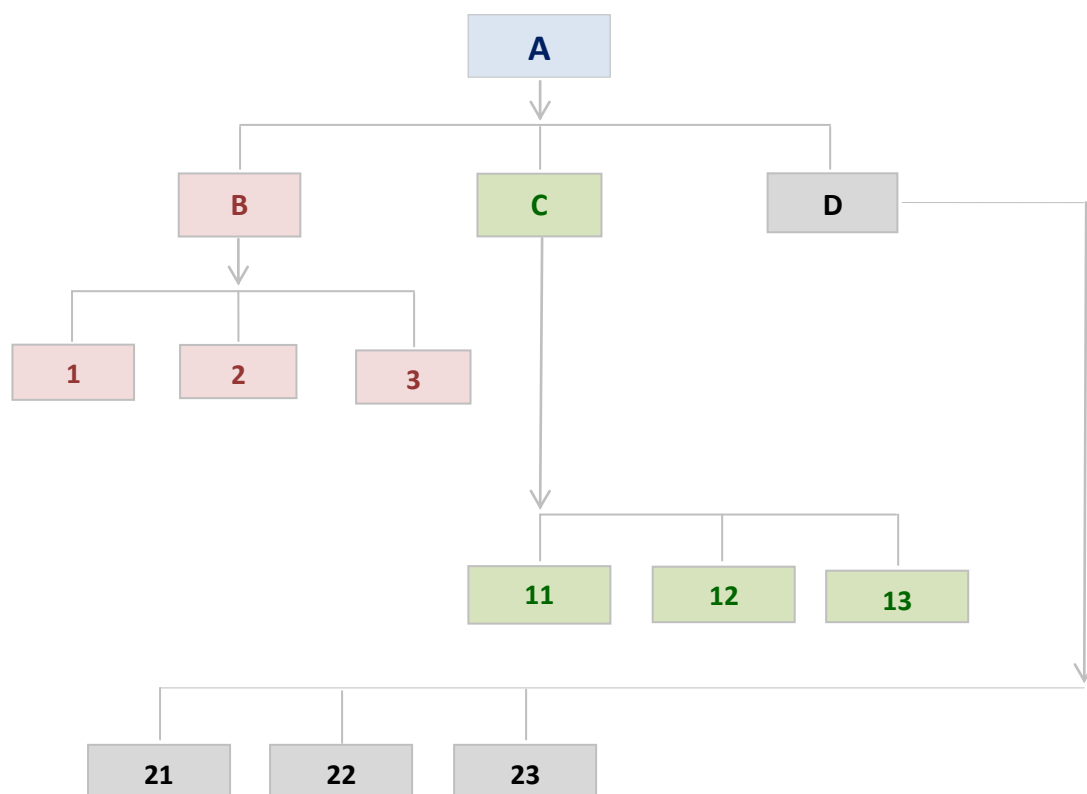
One of the simplest types of **manual** alerting system in use requires the person commencing the alert (e.g. person **A**) to make telephone calls to persons **B, C, D, E** and **F** etc. In turn, person **B** would then pass on the alerting message to persons **1, 2, 3, 4, 5** etc.

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 'down-line' alerting job for that person, making a note of the person unable to be contacted (& trying to make such contact again at some later point)

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 etc.) & associated procedures to be constantly updated & maintained - all of which must be conscientiously completed, if the system is to work





Deliberately Blank



CHAPTER 5

OPERATIONAL COMMUNICATIONS

During major crisis response operations, CSUs (amongst others) must provide timely and accurate (written & verbal) information updates, (on **specified** aspects of their **own** on-going crisis response situation), to the airline's **CMC** (and others TBA)

Consider:

- **IMPORTANT** - An **activated CSU** must communicate **ASAP** with the **CMC** (when it opens) - confirming CSU activation, operating location, full contact details (phones, emails, FAX etc.) + details of staff planned to run the CSU for the first shift, second shift etc. Details (pre-designated format) of any CSU staff assigned to **deploy with any GO Team** (as applicable) shall also be provided
- All CSUs shall maintain their **own** (specific to the CSU) emergency / crisis response * logs
 - * Logs may be kept manually (pen & paper etc.) **OR** by using an electronic log based on Microsoft WORD & EXCEL (see *separate* ABCX Airways document **CRPM Part 1 / Volume 2** page xxx for details) **OR** by using any automated alerting system's log function - where / if one is so provided

A **hard copy** log template will be found at attachment 1 to **this** Chapter 5

- A regular schedule (e.g. at least hourly) of CSU crisis response situation reports (SITREPs) - from the CSU to the CMC + any other appropriate recipients, should be implemented
- In circumstances where a CSU is required to pass information of high importance / priority / sensitivity - **this must always be communicated immediately by 'voice'** i.e. either face to face or via telephone, backed up by written SITREP and log entry - or similar
- CSU SITREPs (amongst other communications) will be used by the **CMC** Log Manager to update the CMC's own '**big picture**' log - which is 'produced' in such a manner that it continually & consistently reflects the **overall** informational situation of the **entire** airline crisis response operation worldwide (as appropriate). (This log will be one of the 'major tools' which the CMC's Crisis Director uses in his / her overall management of the crisis)
- CSU SITREPs shall be passed directly to the CMC Log Manager via Email, FAX, by hand etc.
- Where CSU SITREPs are communicated via email - use of dedicated **CMC** (role specific e.g. 'Crisis Director'; 'Log Manager') mailboxes shall be made (see next page). **Dedicated CSU role mailboxes** shall also be pre-provided (by the airline) to **all** CSUs - and similarly used



- All logs, SITREPs etc. shall use **xx** local date / time (typically **local** date / time of location where airline HQ is situated). However, where the risk of confusion is considered significant, GMT / UTC can be used instead. All SITREPS & similar communications shall clearly indicate which date / time system is being used
- Where circumstances dictate that hard copy logs / SITREPs be used (e.g. due IT failure) they must either be in a typed or handwritten format. If the latter is used, the text is to be written in clear, capital letters i.e. there must be no confusion caused by poor handwriting

CMC Contacts- *(located Building xxx / Office yyy / ABCX Airways HQ) (Generic Example Only)*

Note: CMC manned during major crisis response operations only

See boxed table on next page:



CMC Management Team

Crisis Director	+ xx (0)4321 506859/Ext 4659	cdcmc@abcxair.com
Chief of Staff / * CC1	+ xx (0)4321 506858/4658	cc1cmc@ abcxair.com
Deputy CD / CC2	+ xx (0)4321 506863/4663	cc2cmc@ abcxair.com
CC3	+ xx (0)4321 506862/4662	cc3cmc@ abcxair.com
CC4	+ xx (0)4321 506860/4660	cc4cmc@ abcxair.com
CC5	+ xx (0)4321 506857/4657	cc5cmc@ abcxair.com
Log Manager	+ xx (0)4321 506856/4656	lmcmc@abcxair.com
Administrator	+ xx (0)4321 506861/4661	admcmc@abcxair.com

* CC = 'Crisis Controller'

Direction, Liaison & Support

General	via CC1 or CC2 or Administrator
Crisis Communications	via CC3
Crisis Support Units	via CC3 (backed-up by CC1 and / or CC2)
Other Stakeholders	via CC3
GO Team	via CC4
Outstation(s)	via CC4
Air Accident Investigation	via CC4
External (third party) Support	via CC5
ABCX Airways HAT (SAT)	via CC5
Other Airlines	via CC5

CMC Dedicated Use Mobile / Cell / Smart Phones + Satellite Phones

+ xx (0)7xx xxx xxxx
+ xx (0)7xx xxx xxxx
+ xx (0)7xx xxx xxxx
+ 8816 314 xxx xxxx (PIN1111) - Satellite Phone
+ 8816 314 xxx xxxx (PIN2222) - Satellite Phone

FAX Inbound + xx (0)4321 xxxxxx

FAX Outbound + xx (0)4321 xxxxxx

Conference Call Procedure: TBA (e.g. using Microsoft Teams; Zoom Pro; Skype Business etc.)



Deliberately Blank



CHAPTER 6

GO TEAM DEPLOYMENT

This chapter is **only** applicable to those CSUs required to potentially deploy personnel and / or equipment with the airline's Go Team

OCC CSU is not expected to deploy as part of any airline GO Team

Note: For the sake of (document) layout standardisation a Chapter 6 is required to be placed here

In the case of the OCC CSU, however, only a brief paragraph needs to be provided (see above for an example) - to the effect that it (OCC CSU) is typically **NOT** required to deploy as part of any ABCX Airways GO Team

Note - detailed information re ABCX Airways GO Team operations will be found in (separate ABCX Airways document) - **CRPM Part 1 (ERP) - Volume 5** (follow link below)

<https://aviationemergencyresponseplan.com/guideline-template/>

When above webpage opens, scroll down until you find the above document. Click on it to open and read



Deliberately Blank



CHAPTER 7

OCC CSU - (ERP Related) CHECKLISTS

Take a quick look again at Chapter 3 (page 33) and then return here

Note 1: The following checklists assume that ABCX Airways * **GO Team** deployment *is* required and that such deployment will be by *air*

However, depending on where an accident occurs - it is possible that a GO Team might also deploy using any / all forms of **surface** transport (e.g. road, rail, ship / ferry). Where same is required, the following checklists should be adapted accordingly

* Pedantically speaking a 'GO Team' deployment as described / used in the sense above is **not** required where the associated aircraft accident occurs on-airport (or VERY close to that airport) at (or near which) which ABCX Airways has its headquarters and the great majority of its staff are based. The latter will still fully respond of course, but do not need to 'deploy' in the same sense as is associated with the GO Team concept

Note 2: The following checklists assume that the ODM is assisted in his / her crisis (emergency etc.) response duties by other **OCC** staff, known (generically and for simplicity only) herein as **assistant ODMs**

In reality the latter are typically assigned / appointed from 'on-shift' and / or 'rapidly augmented manning' (called-out) personnel from any / all of the following OCC 'normal business' job titles (or equivalents):

- * ODM / Deputy ODM / Ops Controller and / or
- * Crew Controller (all grades) and / or
- * Dispatchers (all grades) and / or
- * Maintenance Control (MAINTROL) (all grades) and / or (all / any of)
- * Customer Svces and / or Airport Svces and / or Reservation Svces and / or Ground Handling Svces

If circumstances 'on the day' do not permit rapid availability of all / any of the above, the ODM shall 'handle' all crisis related ops him / herself (assisted by what **other** OCC personnel resources **are** available [if any] in reality) - until such time as augmented OCC manning (e.g. via call-out of off-duty OCC staff etc.), if any, **does** permit such appointment / use

Reminder: It **may** be necessary for OCC to **unilaterally** manage the crisis response for several hours or more

Note 3: Use of any 'Crisis / Emergency Response Management **System**' (software / application / programme etc.) has **not** yet been factored into the following checklists - except for the purposes of alerting, activation & messaging. If such a system is available in reality, the following checklists should be modified accordingly



CHECKLISTS - OCC Duty Manager (ODM) & Team

A reminder here that the ODM and his / her OCC team will need to manage **ALL** initial aspects of a RED Alert aircraft accident - until the CMC declares itself ready to 'take over' - the latter taking anywhere from around 30 minutes minimum - to several hours **OR CONSIDERABLY LONGER** maximum (after initial accident notification time to the airline), depending on actual 'circumstances on the day'

The example (generic) ODM checklists which follow further below cross-refer in places to 'other' documents required to operate said checklists more effectively and efficiently. *In reality*, all such documents would (should) be contained (e.g. as attachments) in the (real life version of the) 'ERP Volume 7A - OCC CSU Plan' itself and / or in the OCC Emergency Procedures '**Red Box**' referred to (see checklists) and / or in other documents (hard and / or soft copy) directly and rapidly available to the OCC

The reader should note that information provided herein is necessarily generalised - and examples of checklists provided are 'just that' i.e. representative examples only. Accordingly, anyone using this guideline to produce *real / actual checklists* will need to put in considerable further research and associated effort & time, in order to come up with a satisfactory, finished product

An assumption has been made herein that ABCX Airways has / uses its own considerable resources (including manpower) in the execution of this plan. Hence the following checklists are able to make some use of task 'delegation' within the OCC. Where (in reality) a lack of actual OCC manpower 'on the day' does not permit such delegation (e.g. for 'smaller / simpler' airlines), **an appropriate solution(s) MUST still be found** e.g. just the one, single person carries out the entire checklist until (if) e.g. off-duty 'reinforcements' become available. This might typically be possible, albeit perhaps at some level of adverse stress impact on the person concerned

Reminder - The assumption has been made herein that ABCX Airways uses an *automated alerting system* capable of alerting many hundreds + of potential crisis responders in just a matter of minutes

For the purposes of this document only - the system is named '**Crisis Callout**'

'Crisis Callout' is assumed herein to be capable of alerting potential responders via:

- 'Live' (recorded) voice message via telephone and / or
- 'Text to Speech' message via telephone and / or
- SMS text message and / or
- Email message and / or
- Social Media message and / or
- Pager message and / or
- FAX message

'Crisis Callout' is 'interactive' to a degree e.g. a typical voice alerting message might state (to potential recipients) something like '.....*press 1 on your touch-tone keypad if you can report for crisis duties within 1 hour; press 2 if*.....' etc.



A suitably competent person(s) will monitor the interactive responses received - in order to better manage the significant personnel / human resources type issues involved and how they might be best used (e.g. manpower allocation; rostering / shifts etc.) in support of the 'crisis' response

Airlines not having use of such an automated system (widely available today & relatively cheap to run [e.g. USD \$5 to 10, 000 per year subscription]) can instead use a simple 'cascade tree' manual alerting system via telephone, email, SMS text etc.

However, do bear in mind that to be effectively alerted by email, text message etc. the recipient needs to be capable of seeing it immediately / quickly - which is not always the case. In other words, direct telephone calling (whether by man or machine) **still remains the 'first choice' method of contact** (despite all of the so-called 'advances' made in the area of 'social media' etc.)

Reminder 1: An example of a simple cascade tree alerting system can be found on page 39

Reminder 2: See again 'Note 2' on page 48 - and note the intent of its content as applicable to the following checklists

NB: The Following Checklists are provided for 'guidance / information purposes' only

Note: When looking at the OCC Duty Manager (ODM) 'RED Alert' checklist only (starts next page) certain checklist items (shaded in a mauve colour) indicate that, where possible, action related to such checklist items should be delegated (to other, appropriate OCC staff) if so available

Where this is done, the associated (ODM's) checklist item box provides / indicates the basic (abbreviated) information as to what 'action' needs to be taken - by such 'other, appropriate OCC staff'

These 'actions' are then 'expanded upon' in the **actual** checklists provided herein for such 'other, appropriate OCC staff' (see pages 76 to 92 for details)



OCC Duty Manager (ODM) - Catastrophic Aircraft Accident - **RED** Alert Checklist

RED SECTION / IMMEDIATE ACTIONS	
PINK SECTION / TYPICALLY COMPLETED AFTER OCC HANDOVER TO CMC	
ACCIDENT DATE / TIME:	LOCATION:
FLIGHT DETAILS:	
ACCIDENT SUMMARY:	

Note 1 - Re required info just above, record **additional** details (as available) on a separate recording medium (e.g. paper; soft copy) & attach to the main 'ODM BIG PICTURE LOG'. Note 2 - For checklists titles below in **purple** font / background - delegate to an appropriate 'assistant ODM' - if available

	Action	☑ ?
1.	<p>ESTABLISH & DECLARE ALERT STATE COLOUR CODE</p> <p>CLASSIFY accident by ABCX Airways colour code alert state i.e. confirm CATASTROPHIC aircraft accident - colour code RED</p> <p>NB: - For assistance with alert state colour coding refer to laminated sheet entitled 'ABCX Airways Colour Code Alert Summary' - found in the OCC Emergency Procedures RED BOX</p> <p>Reminder: If not designated a catastrophic aircraft accident you are working the wrong checklist! Initiate the airline incident response plan instead / as appropriate (ORANGE or YELLOW alert) - as per (separate document) CRPM Part 2</p>	
2.	<p>OTHER OCC RED ALERT CHECKLISTS</p> <p>Ensure separate RED Alert checklists are issued immediately for use by:</p> <ol style="list-style-type: none"> 1) Assistant ODM 1 (1 checklist - 'Direct Assistance to ODM' - see page xx) 2) Assistant ODM 2 (2 checklists - 'Crew Control' + 'CMC Quick Start' - see page xx) 3) Assistant ODM 3 (1 checklist i.e. Tasks for 'Customer Svces' and/or 'Airport Svces' and/or 'Res Svces' and/or 'Ground Handling Svces' - see page xx) <p>NB - Laminated copies of above checklists contained in OCC Emergency Procedures RED BOX</p>	
3.	<p>ACCIDENT VERIFICATION (Delegate)</p> <p>Is the source of accident notification reliable? If yes, proceed with this checklist. If there is doubt as to the reliability - briefly attempt to verify first!</p> <p>Reminder: Time is of the essence here. Do not spend more than 5 minutes on verification - after this, 'assume the worst' and continue with this checklist accordingly</p>	



	Action	☑ ?
4.	<p>‘BIG PICTURE’ LOG (Delegate)</p> <p>Commence written LOG using hard copy log sheets provided for the purpose</p> <p>NB - Paper template of BIG PICTURE LOG located in OCC Emergency Procedures RED BOX. A copy will also be found in this document - page xx</p> <p>Reminder: Dictaphone located at ODM workstation is available for log keeping purposes if so required / more convenient</p>	
5.	<p>EMERGENCY SERVICES (Delegate)</p> <p>Double-check that Emergency Services are in attendance at accident site AND / OR (if appropriate) that search & rescue services have been alerted</p> <p>Note: Contact via ATC / Police / appropriate Station Manager and / or GHA / whoever etc.</p>	
6.	<p>CRISIS MANAGEMENT CENTRE (CMC) - SETUP</p> <p>Direct a suitably trained OCC person to proceed to and open the Crisis Management Centre (* CMC) + activate the ‘CMC Quick Start’ Checklist</p> <p>* ‘CMC Quick Start’ checklist also provides map and procedures for how to gain entry to CMC. If access difficulties encountered contact ABCX Airways Security xxxxxx (24H emergency number)</p> <p>NB - laminated copies of above checklist will be found in the OCC Emergency Procedures RED BOX</p>	
7.	<p>INITIATE ALERTING & ACTIVATION MESSAGE (use ‘automated’ alerting system if available)</p> <p>Send out RED Alert (to Red Alert [catastrophic aircraft accident] group) voice (telephone); SMS text; email; social media etc. messages</p> <p>Note: For + a sample ‘voice message’ template / script - see attachment A to this checklist</p> <p>Reminder: If GO Team is to deploy - make this absolutely clear in the above message</p>	



	Action	☑ ?
8.	<p>ADDITIONAL OCC STAFFING (<i>Delegate</i>)</p> <p>Alert & activate additional (off-duty) OCC staff - as the actual crisis situation requires</p> <p>Especially if there is no appropriate person(s) currently available to take on 'assistant ODM' duties. Use the automated alerting system for this if deemed appropriate</p>	
9.	<p>INITIAL BRIEFING & TRANSFER of INTERNAL OCC CONTROL</p> <p>Provide initial crisis briefing to OCC staff present & then transfer operational control of normal operations from yourself - to the most appropriate OCC person available</p> <p>Note: If there is no one suitable to take over normal operations from you - continue with this checklist whilst concurrently handling normal operations, until such time as OCC manpower is augmentedOR the CMC is in a position to take over crisis response duties from you</p> <p>Note: See attachment B to this checklist for a team briefing 'aide-memoire'. A copy of this aide memoire will be found in the OCC Emergency Procedures RED BOX</p> <p>Note: Continue providing update briefings to OCC staff at regular intervals</p>	
10.	<p>ACCIDENT FLIGHT - INITIAL DOCUMENTS REQUIRED (<i>Delegate</i>)</p> <p>Assign the below to collect & safeguard the initial list of documents / information required ASAP - as detailed in their (separate) individual checklists:</p> <p>Assistant ODM 1 (from Ops Control Team):</p> <p>Assistant ODM 2 (from Crew Control Team):</p> <p>Note: Some overlap of responsibilities between the 2 roles (just above) is possible. Where this occurs it will be necessary for all concerned to adequately communicate & liaise, so as to ensure that the desired, end result is always achieved effectively, efficiently and without delay - regardless of 'who does what'</p>	

Note - In checklist item **13** further below, it is assumed that the 'contracted' (external to ABCX Airways) third party services will be both alerted **and** activated. However, on rare occasions (e.g. where doubt exists as to actual accident circumstances) it might be necessary to alert only i.e. request them to standby for activation - but not to do so until further advised accordingly

When alerting / activating **WYZ Emergency Services** (WES), its **emergency call / contact centre** service should always be alerted and / or activated first - as a priority



	Action	☑ ?
11.	<p style="text-align: center;"><i>DANGEROUS GOODS</i></p> <p>Obtain accident flight's POB and Dangerous Goods (DG) information (should be obtained for you by an assistant ODM) (see list just below) and pass on <i>without delay</i> to any and all <i>responding emergency services - wherever in the world they might be</i></p> <ul style="list-style-type: none"> ✓ Shipping names ✓ UN (United Nations) Number ✓ Class ✓ Compatibility group for Class 1 Dangerous Goods ✓ Any associated Subsidiary Risk(s) ✓ Quantity ✓ Location on board aircraft ✓ Brief (plain language) description of Dangerous Goods <p>IMPORTANT: DG information is to additionally be passed without delay to:</p> <ol style="list-style-type: none"> 1) The National (parent / local) Civil Aviation Authority - Dangerous Goods Office (i.e. of the country in which the accident airline is headquartered - insert contact details here xxxxxxx) 2) The Civil Aviation Authority of the State (Country) where the accident occurred 	
12.	<p style="text-align: center;"><i>NOTIFICATIONS to STATIONS (Airports) INVOLVED</i></p> <p>Where appropriate, advise accident details (by telephone) to all <i>relevant</i> stations (and / or airports) <i>DIRECTLY</i> affected by the accident flight e.g. possibly departure station(s); destination station(s); en-route station(s); other appropriate station(s) / airports etc.</p> <p>Reminder: Instruct stations / request airports (as required) to activate relevant parts of their own emergency response plans - particularly the 'passenger manifest verification' process (for appropriate station(s) only) & <i>also possibly the set-up & operation of Uninjured Passenger + (separately) Family, Relatives & Friends Reception Centres</i></p> <p>Additionally advise all involved as per above <i>not</i> to communicate with the media unless specifically authorised so to do by the airline's Crisis Director or an appropriate, senior ABCX Airways PR person</p>	
13.	<p style="text-align: center;"><i>NOTIFY & ACTIVATE (any <u>external</u>) 3rd PARTY CRISIS RESPONSE SERVICES (Delegate)</i></p> <p>Alert and / or activate any / all of the following - depending on accident circumstances:</p> <ul style="list-style-type: none"> ▪ Emergency Call / Contact Centre Operations (operated by external provider <i>WES</i>) ▪ Family (Humanitarian / Special) Assistance Team Operations (<i>WES</i>) ▪ Psychological Support (professional / expert) etc. (Operator TBA) ▪ Disaster Victim Identification + Personal Effects Recovery Operations (<i>WES</i>) <p>(Insert all associated contact info here xxxxxxx). NB: See associated note at bottom of <i>previous</i> page</p>	



	Action	☑ ?
14.	<p>PERSONALLY BRIEF AIRLINE CEO + (separately) the on-call CD</p> <p>Provide a concise, telephone brief to airline's CEO (<i>Insert associated contact info here xxxxxxxx</i>) - and also to the on-call Crisis Director (<i>see CD duty roster held by OCC</i>)</p>	
15.	<p>CRISIS UPDATES</p> <p>Obtain update of crisis situation from whatever information sources are available. Continue to update at least every 30 minutes. Ensure all appropriate details are logged</p>	
16.	<p>NOTIFY APPROPRIATE AIR ACCIDENT INVESTIGATION AGENCY (AAIA)</p> <p>Warning: This task may take considerable time - delegate to assistant ODM / whoever - as required</p> <p>Telephone * accident details to AAIA (<i>Insert appropriate contact details here xxxxxxxx</i>)</p> <p>See this document (attachment D) for standard ICAO format of an air accident notification message</p> <p>(Note 1: For ABCX Airways the AAIA will be the UK's 'Air Accident Investigation Branch - AAIB')</p> <p>IMPORTANT: If the accident involves a flight arriving / departing / transiting the USA, also (additionally) telephone accident details to the US National Transportation Safety Board (NTSB TDA +1 202 314 6185 [General] / +1 202 314 6290 [Transportation Disaster Assistance - Response Ops Centre {ROC}]) - ask for 'Office of Transport Disaster Assistance'. (<i>Also see associated note at the end of this checklist - NOW and then return here</i>)</p> <p><i>This checklist item 16 assumes that ABCX Airways is not USA based / registered</i></p> <p><i>Use (or adapt) the accident notification message (referred to above) for any NTSB / TDA notification. Whilst in contact with the NTSB / TDA, also obtain their appropriate FAX / e-mail addresses and forward to them the initial crew and passenger lists - as available</i></p>	
17.	<p>INTERNAL COMMUNICATION</p> <p>Issue Internal Communication (use automated alerting system) message to RED Alert Group (Voice, SMS Text, Email, Social Media etc.) advising all to:</p> <ul style="list-style-type: none"> ▪ Implement 'Phone Home Scheme' immediately ▪ Not communicate with the Media unless trained & specifically authorised so to do ▪ Not to telephone OCC or CMC (in anticipation of imminent activation for latter) - unless nature of call is important AND connected to the accident in some relevant way OR is otherwise operationally important & relevant and cannot be delayed 	



	Action	☑ ?
18.	<p>GO TEAM - 'Phase One' (see again 'Note 1 - page 48)</p> <p>SOURCE GO Team aircraft plus identify & roster (via crew control) a * suitable operating crew(s). IMPORTANT: GO Team departure airports in order of preference are:</p> <p>Preference 1 - ABC Preference 2 - DEF Preference 3 - GHJ</p> <p>* This initial crew selection must be ultimately approved by Flight Operations CSU (for pilots) and Cabin Crew CSU (for cabin crew) - before final GO Aircraft operating crew is confirmed</p> <p>Ref: ERP / Volume 7A - OCC CSU Plan - see attachment x (page y) - 'GO Team equipment (GO Kit) storage location; pre-prepared shipper's declaration / air-waybill / NOTOC' etc. A <i>copy of all of this latter information will be found in the OCC Emergency Procedures</i> RED BOX</p> <p>Reminder: The decision to make initial preparations for Go Team aircraft activation is the sole responsibility of the ODM (this <i>may</i> be reviewed once the CMC has been activated)</p> <p>VERY IMPORTANT: Cross refer to this checklist item 22 NOW. ODM to manage (delegate as required) checklist 22 matters such that GO Team departure is not unduly delayed</p>	
19.	<p>REMINDERS up to this point</p> <ul style="list-style-type: none"> ✓ Continue managing all aspects of the crisis response unless & until relieved by CMC ✓ Obtain regular updates of crisis situation from whatever info sources are available ✓ Consider maintaining an open line to accident location / ATC etc. (if appropriate e.g. where telecommunications are difficult / unreliable) ✓ Keep updating crisis BIG PICTURE log (on paper and / or via DICTAPHONE) 	
20.	<p>HANDOVER to CRISIS MANAGEMENT CENTRE (CMC)</p> <p>When CMC advises that it is ready for crisis C4 transfer - complete a (handover) briefing sheet and then handover to CMC CD and Team - via a face to face briefing (circumstances permitting - otherwise via conference call)</p> <p>Ref: See attachment B to this checklist for ODM to CMC Handover Aide-memoire. A <i>copy of this aide memoire will also be found in the OCC Emergency Procedures</i> RED BOX</p> <p>Reminder: Where circumstances so require - arrange immediate delivery of BIG PICTURE LOG / Dictaphone to CMC (complete up to the point of handover). Same applies to all other appropriate crisis related documentation which now needs to be transferred to CMC. Retain copies for OCC use</p> <p>Note: 'In reality' it might be the situation that the CMC is not (at this point in this OCC checklist) yet ready to transfer C4 of the crisis / emergency from OCC to itself. If this is the actual case 'on the day' - the remainder of this checklist MUST be adapted accordingly</p>	



	Action	☑ ?
21.	<div><div><div>INTERNAL & EXTERNAL COMMUNICATIONS</div><div>After CMC assumes C4 of the crisis / emergency - ODM to issue (via automated alerting system) a voice, text, email, social media etc. message to the RED Alert Group advising of CMC activation and its assumption of control / management (C4) of the crisis</div><div>Issue same message to all other parties (i.e. those not contactable via the automated alerting system) needing such advice (e.g. AAIB; stations / airports involved etc.)</div><div>Note: In this same message include a reminder to all of the principal CMC contact numbers along with any other relevant information i.e.</div><div><div><div>Crisis Director (CD)</div><div>Chief of Staff / CC1</div><div>Deputy CD / CC2</div><div>Log Manager</div><div>Administrator</div></div><div><div>insert all contacts here</div><div>insert all contacts here</div><div>insert all contacts here</div><div>insert all contacts here</div><div>insert all contacts here</div></div></div></div><div>IMPORTANT: Remind message recipients NOT to contact the CMC unless the call is relevant and / or important and, crucially, that it is connected with the accident</div></div>	
22.	<div><div><div>GO TEAM - Phase Two</div><div>In conjunction with CMC and other parties involved - continue oversight of all aspects re despatch of GO Team aircraft, GO team, GO kit etc. e.g.</div><div><div><div>Schedule (see 'IMPORTANT NOTE' to checklist item 23 NOW) & then return here</div><div>Destination, staging, alternate airport choices (delegate to flight despatch / whoever)</div><div>Flight planning and aircraft performance (delegate to flight despatch / whoever)</div><div>Aircraft configuration (delegate to aircraft engineering / whoever)</div><div>Operating crew (delegate to crew control - overseen by Flt Ops & Cabin Crew CSUs)</div><div>Over-flight clearances (delegate to commercial [airline / aviation] planning CSU)</div><div>Landing permissions / slots (delegate to commercial [airline / aviation] planning)</div><div>Catering (delegate to airports & / or customer services [in-flight catering])</div><div>Selection of en-route and destination handling agent(s) (delegate to airports CSU)</div><div>Customs, Immigration & Health clearances (delegate to airports CSU)</div><div>GO Kit clearances, loading etc. (delegate to cargo / aircraft engineering / whoever) etc.</div></div></div></div><div>Note: Airport Services CSU is responsible for arranging / overseeing all GO Team check-in and boarding procedures at the selected GO Team departure airport(s)</div><div>It is particularly important that such procedure accounts for situations where GO Team destination airport(s) might not have been pre-loaded into the departure airport's Departure Control System (DCS) i.e. it / they might need to be created manually (NOREC check-in procedure)</div><div>Reminder: Final approval for despatching the GO Team aircraft will come from the CMC / on-call CD</div></div>	



	Action	☑ ?
23.	<p style="text-align: center;">GO TEAM ACTIVATION MESSAGE</p> <p>On receipt of final confirmation that Go Team will deploy, send 'automated alerting system' messages to the airline's RED Alert Group confirming / re-confirming the following;</p> <ul style="list-style-type: none"> ▪ The GO Team will deploy (see 'IMPORTANT NOTE / Part 2 further below NOW) ▪ Name of departure airport (+ Terminal + check-in procedure [if possible]) + include estimated date / time of departure (GMT and Local) plus destination airport / country. Also include date and estimated time of arrival (GMT and Local) ▪ Weather conditions expected at GO Team destination e.g. 'hot / dry'; 'cold / wet' etc. (in order that GO Team can plan / pack / re-pack with appropriate attire) ▪ Any other appropriate GO Team related information required <p>IMPORTANT NOTE: Part 1 - The above message (with the exception of the first bullet point info) can and should be sent as soon as the departure airport and time of departure become known. Additional information as documented above (departure airport Terminal; destination airport; weather etc.) can be sent later - by separate automated alerting system message(s)</p> <p>Part 2 - In case the CMC is not yet active at this point in time, contact the on-call CD and request permission to start deploying the GO Team to the departure airport. If so approved, you can now include the first bullet point (above) info in this message. In the event of no contact / approval, change the first bullet point info above accordingly to reflect the actual situation prevailing e.g.</p> <p style="text-align: center;"><i>'.....continue preparations for GO Team deployment but do not start travelling to the departure airport without clearance.....'</i></p> <p>Note: Also advise any ABCX Airways contracted third parties (who might also be deploying with the GO Team [e.g. as part of the airline's Humanitarian Assistance Team]) of the same details</p> <p>Remind all NOT to contact the ODM / OCC or CMC UNLESS operationally URGENT and / or the issue is DIRECTLY related to the emergency / crisis</p>	
24.	<p style="text-align: center;">CONTINUE with this ODM CHECKLIST</p> <p>When CMC takes over crisis response C4 - continue working this checklist re those issues for which the OCC / ODM still remains responsible (e.g. on-going GO Team despatch, managing disruption to normal operations etc.) and / or which may be assigned by CMC</p> <p>IMPORTANT: Do not assume that the CMC will take over any ODM checklist item / responsibility - without firstly checking with them!</p>	
25.	<p style="text-align: center;">SEND MESSAGE to ALL CAPTAINS 'INFLIGHT' / DOWN ROUTE' (using all appropriate forms of achieving such contact)</p> <p>Provide brief accident details and direct Captains to brief their crews accordingly, at an appropriate time (* e.g. <i>not whilst actually operating</i>). Also 'direct' that they (Captains + their crews) must all then 'phone home' as soon as is operationally possible</p> <p>* Unless it is clear that 'passengers' are already 'aware' e.g. via use of in-flight passenger comms / IFE</p>	



	Action	☑ ?
26.	<i>Deliberately Blank</i>	
27.	<p>OPERATIONAL FLIGHT DOCUMENTS (<i>Delegate</i>)</p> <p>Obtain all 'operational' documentation for the accident flight and forward to CMC e.g.</p> <ul style="list-style-type: none"> ▪ Computer / Operational Flight Plan ▪ ATC Flight Plan ▪ Weather Brief ▪ NOTAM Brief ▪ Load-sheet with Last Minute Changes ▪ All Cargo, Baggage, Mail etc. documentation including any for Dangerous Goods ▪ Tech Log Sector Record Pages - last 10 sectors ▪ Journey Log ▪ etc. 	
28.	<p>RESUME OPERATIONAL CONTROL of DAILY ('Normal') OPERATIONS</p> <p>At the appropriate time, resume control of normal ops (from anyone in OCC to whom this task might have been delegated) and also make / continue suitable preparations for / response to any significant operational disruption resulting from the accident</p>	
	<i>End of Checklist</i>	

Note 1 - referring to checklist item 16 further above - When providing a passenger list (manifest) to the NTSB (in the **USA**) - include any info **already provided** (if any and as provided **before** the concerned flight departed) by persons travelling on that flight - re details of the latter's emergency contact person(s) in the USA; contact information for the latter etc.

Approximate, equivalent notification requirements to those of the USA also apply in Australia, Brazil, China, the European Union, UAE, South Korea and a small number of other countries

For more details - see **CMC Crisis Controller's Checklists** (pages 111 to 115). Latter found in **separate** document (in the CRPM series) - 'CRPM Part 1 (ERP) / Volume 2 - Command and Control etc. Ops

Note 2 - ODMs might wish to use a prepared 'aide memoire' template to review (at overview level only) how the conduct of the initial crisis response is progressing. The aide memoire can also be used to guide the regular OCC staff briefs required - for the time during which OCC is managing the crisis. A copy of this aide memoire will be found in the OCC Emergency Procedures **RED BOX** and is also shown starting on page 63 of the document you are reading right now



Deliberately Blank



Attachment A to OCC (ODM) **RED Alert** Checklist (latter starts page 51 [see checklist item '7' on page 52'])

Alerting Message - Aircraft Accident (**RED Alert**) - Sample 'Script' for Voice Recording (telephone)

RED Alert

RED Alert

RED Alert

This is the ABCX Airways - OCC Duty Manager

This is **not** an exercise.....repeat - this is **not** an exercise

A major accident has occurred to one of our aircraft *

* Include somewhere here **very brief** details of the accident aircraft's:

- * Flight number and aircraft registration / identification letters / number etc.
- * Flight Sector on which accident occurred and
- * Flight's STD / STA for that sector (include local and UTC date & time for both)

Where necessary add (**very brief**) additional, explanatory information here e.g. where accident may **not** be related **directly** to an ABCX Airways flight (such as a wet leased HAJJ flight where ABCX Airways has provided the aircraft and flight-crew only)

All ABCX Airways emergency response teams shall activate & follow standard **RED** alert procedures

GO Team deployment is / is not required (ODM to complete as appropriate)

On-call Crisis Director is (ODM to insert title + name + contact info as appropriate)

On-call Crisis Controller is (ODM to insert title + name + contact info as appropriate)

Do not call / contact the ABCX Airways ODM and / or OCC unless the nature of the call is significantly associated with the emergency OR is operationally **very** important

This message is dated / timed at..... (State which date / time zone is being used)

RED alert this is **not** an exercise; repeat - this is **not** an exercise

Keep listening for the next 20 seconds..... Repeat - keep listening for the next 20 seconds

Note: The above template / script has been produced on the assumption that the OCC Duty Manager (ODM) will be using an 'automated' (system / programme / application etc.) alerting and activation system, which provides very rapid and widespread delivery of same (e.g. hundreds of people contacted in just a few minutes). All that is needed for this is the ODM, a telephone, the completed template (see above) and the 'system' itself

It is also assumed that the 'system' is interactive e.g. after the 'keep listening' prompt above, all persons might be further prompted (by an automated voice) to '..... Press '1' on your touch-tone keypad if you can report for crisis duties within the next hour; Press '2' if you can report within the next 3 hours etc.....' - concluding with '..... Press 'x' if you are unable to report for crisis duties.....'



Deliberately Blank



Attachment B to OCC (ODM) **RED Alert** Checklist

RED Alert / Aircraft Accident - Aide Memoire for on-going ODM Crisis Reviews + OCC Staff Briefings

ODMs might wish to use a pre-prepared 'aide memoire' template to regularly review (from the higher level viewpoint) how the OCC's conduct of the crisis / emergency response is progressing

This template (starts on next page) can **also** be used for regular OCC staff briefings - which are required throughout any crisis response (as it [the response] impacts on the OCC and those with which the OCC is dealing)

For info only, this same aide memoire is **also** used by the airline's Crisis Management Centre - CMC (for the same purposes) during the phases of any emergency / crisis response operation occurring **after** the CMC has taken a C4 handover (of the crisis / emergency) from OCC

Note: - it is assumed herein that the airline's ODM / OCC will only utilise the '**initial response**' section of the 'aide memoire' - until such time as the CMC is in a position to take over C4 responsibilities from the OCC. Exceptionally, the ODM may **also** need to refer to the '**on-going**' portion of the aide memoire (e.g. in circumstances where the CMC takes a considerable time in which to be ready for a 'C4 handover' from OCC)

Note: The content of the aide-memoire should be changed (as required) to best reflect the actual /potential considerations which might be required - 'on the day' - by the specific airline potentially involved



Initial Response - Aide-memoire - Use 'who, what, where, when, why, how' type questions:

- Initial accident **Notification** to airline
 - **Authentication** / Verification of accident report
 - **Initial** Information (details) about Accident
 - **Establishment** / maintenance of appropriate **Lines of Communication** (especially with those persons who can provide on-going updates to accident situation e.g. airline rep(s) at accident airport)
-
- Airline **Alerting** (key airline responders)
 - Airline **Wider** / Drilldown **Alerting** (other airline responders)
 - Special provision for **GO Team** Alerting
 - **External / Third Party** Alerting (including any legal, quasi-legal & regulatory alerting requirements)
 - **Air Accident Report** submitted
-
- Airline **Activation**
 - Estimated **Timescale** for airline activation
 - **GO Team** activation / procedures
 - **External / 3rd Party** activation e.g. Humanitarian / Family Assistance; DVI; PR Agencies etc.
-
- **Initial** Crisis Response **Operations** - Command, Control, Co-ordinate & Communicate (**C4**)
-
- **Dangerous Goods** information to be provided to appropriate emergency services at accident location (wherever in the world this might be) **as an urgent priority**
 - Accident flight's **total POB** to be provided to appropriate emergency services at accident location (wherever in the world this might be) **as an urgent priority**
 - Obtain latest versions of accident flight's **passenger and crew lists** (& keep updating) **as an urgent priority**
-
- Establishment and maintenance of an Initial **Inbound Information flow** - particularly concerning status & location of Accident Victims (those on board the accident flight) and Ground Victims (if any)
-
- **Manpower Augmentation** for **initial phase** of C4 effort
-
- Where accident has occurred on / near an airport - ensure that **Accident Airline** (ABCX Airways) **Rep is available / appointed** at that airport - with following general duties:
 - 1) Establishing regular & reliable **liaison & information exchange** with accident airline's HQ
 - 2) **Invoke accident airline's ERP** for the airport and / or take direction from accident airline on this matter - as appropriate
 - 3) Ensure that **local emergency services** & authorities are **responding adequately**
 - 4) Liaison with **operator of accident airport** / equivalent organisation
 - 5) **Represent** the **accident airline** as per local requirements
 - 6) Take all & any local action to **ensure welfare** (in all of its forms - including safety & security) of accident victims (including crew) & associated family, relatives & friends
 - 7) **Gather & safeguard** appropriate **documentation** associated with accident flight
 - 8) Make appropriate arrangements to safeguard airline **property**



Initial Response Aide-memoire - continued

▪ Alert any other airlines (and similar) involved (e.g. codeshare; alliance etc.)
▪ Maintain adequate record of events i.e. Log Keeping
▪ Provide Telephone Brief (& provide regular updates) to Airline's Most Senior Manager
▪ Ensure that PR / Corporate Comms / whoever has arranged for approval & release of initial media ' Holding Statement '
▪ Check that all appropriate arrangements are being made for rapid despatch of Airline GO Team
▪ Arrange for CMC to be opened and 'switched on' / set-up / activated - as applicable
▪ Contact accident flight's departure station(s) to ensure that it / they - has / have commenced the Passenger Manifest Verification / Confirmation / Reconciliation task
▪ Passenger Manifest Verification (PMV) task to be completed within 2 hours of accident occurrence notification to airline. (NB: PMV only applicable to passenger flights)
▪ Double check (with station of last departure of accident flight) that the crew members shown on the accident flight's crew list / general declaration - are exactly the same as those who actually operated the accident flight
▪ Obtain / provide Next of Kin details for all Crew - believed to have been on board accident flight
▪ Continue / complete Legal, Regulatory & Similar Reporting requirements - as required
▪ Ensure (via appropriate parties) that ' General Access is Denied ' (frozen / spiked / locked-out) to all ICT systems (DCS, CRS, HR & Crewing systems etc.) - containing personal data of all persons believed to have been on board the accident flight
▪ On-going Collection & Safeguarding of accident flight's Related Documentation - especially passenger manifest (list) and crew list (General Declaration); flight documentation; regulatory documentation etc.
▪ Provide Regular Briefings (re the latest crisis situation) to your (OCC) responding team
▪ Preparation of Handover Briefing to Crisis Director / CMC Team
▪ Deliver Handover Briefing to CD / CMC Team (ideally 'face to face' - otherwise via Skype / Zoom / Microsoft Teams / telephone etc.)
▪ Continuation of any crisis response duties which remain the responsibility of the initial (OCC) responding team e.g. generation of GO Aircraft & Crew; despatch of GO Aircraft etc.
End



On-going Response Aide-memoire - apply 'who, what, where, when, why, how' type questions:

Identify & continue with any outstanding / on-going items (which have now become CMC responsibilities) from the 'Initial Response' aide memoire shown just above
Give latest summary to CMC Team (i.e. a <i>brief</i> executive overview/bird's eye view) of crisis response ops
Crisis being managed (C4) adequately?
Logs (recording of events) being maintained by all concerned?
Information flow (<i>into</i> CMC from all sources) satisfactory ?
Information flow (<i>out of</i> CMC to all who need it) satisfactory ?
Media Matters? (Crisis Communications) - being dealt with satisfactorily? For example - media strategy & key messages; internal & external crisis comms; website / dark-site / social media; server performance: fully co-ordinated and consistent crisis comms; joint crisis communications; press conferences / briefings etc.
Emergency Call / Contact / Information Centre issues?
All humanitarian / welfare etc. matters in hand? - Victims / Family, Relatives, Friends / Staff / others HAT? FAC / HAC & Similar? JFSOC? Travel & Accommodation? Notifications / Briefings? Re-uniting? Peer Support? Security? Immediate Economic Aid? etc.
GO Team issues?
Involved Station(s) / Airport(s) - roles, responsibilities & response(s)
Crisis response liaison, information exchange, performance, problems etc. - related to airline HQ based departments / business units (i.e. CSUs & equivalents) operating from outside the CMC?
Manpower, financial, logistics and other resources issues?
Contracted third parties issues? e.g. ECC; PR Agency; DVI etc.
Other airlines involved? e.g. codeshare and / or alliance partner and / or lease and / or charter etc.



On-going Response Aide-memoire - continued

Cargo (including Dangerous Goods), baggage & mail issues?
DVI / Personal Effects Operations?
Aircraft removal / recovery / salvage ops?
Air Accident Investigation ?
Regulatory / legal / authorities / similar - requirements? 2-way information flow and liaison in hand??
Security related issues?
Proposed schedule for on-going CMC briefings ?
Briefings for very senior managers and major stakeholders (e.g. parent group)?
Expert / specialist input? - e.g. from airline's Crisis (Response) Planning Manager
Foreign Affairs , Embassy & Consulate liaison & two-way information flow?
Special Requirements for specified countries e.g. USA; EU; Australia; China; Brazil; UAE; S. Korea etc.
On-going Collection & Safeguarding of appropriate documentation (soft & hard copy)
Welfare (in widest possible sense) of responders ? - including psychological first aid and peer support
Servicing / support etc. of CMC (food & beverage; cleaning; rest facilities; quiet room etc.)
CMC & similar shift handover procedure (as applicable)
At each briefing - ask for very brief comment /situation report updates from all seated /operating in the (CMC) room
Anything else???
End



Deliberately Blank



Attachment C to OCC (ODM) **RED Alert** Checklist

Aide-Memoire - **RED Alert** - Aircraft Accident / **HANDOVER BRIEF** - OCC to CMC

	Details	<input checked="" type="checkbox"/> ?
1	Big Picture Summary (Executive Overview)	
2	Flight Details	
3	Aircraft Details	
4	Crew Details (include any non -crew seated on cockpit jump seat(s) and / or cabin crew seats) <ul style="list-style-type: none"> - See attached crew list & NOK information - if available - Have appropriate emergency services already been advised? (Updates to also be provided) 	
5	Passenger Details <ul style="list-style-type: none"> - See attached passenger list - if available - Have appropriate emergency services already been advised? (Updates to also be provided) 	
6	Ground Victim Details (if any) <ul style="list-style-type: none"> - See attached ground victim list - if available - Have appropriate emergency services already been advised? (Updates to also be provided) 	
7	Dangerous Goods Details - (if any) + any other cargo type issues <ul style="list-style-type: none"> - See attached dangerous goods documentation - if available - Have appropriate emergency services already been advised? (Updates to also be provided) 	
8	Emergency (Telephone) Call Centre (ECC)	
9	GO Team	



10	Humanitarian (Family) Assistance Team	
11	Airports Involved (Departure, Destination & Intermediate Stations etc.) (Also provide update on progress of Passenger Manifest Verification task - if not yet complete)	
12	Crisis Comms (Media & Public Response; Internal Comms; Website; Social Media etc.)	
13	Contracted (external) 3rd Parties	
14	Family, Relatives & Friends (i.e. as associated with accident victims)	
15	Air Accident Reporting / Investigation	



16	Aircraft or Wreckage Recovery / Removal / Salvage	
17	Outstanding / On-going Tasks - and who is responsible for completion	
18	Details of Notification(s) / Updates provided to Accountable Manager / Senior Management	
19	Anything Else	
20	Documentation Provided (attached as available): <ul style="list-style-type: none"> ✓ Initial (preliminary) passenger manifest / list ✓ Final (verified) passenger manifest ✓ Final (verified) crew list with full Next of Kin (closest relative) details included ✓ Dangerous Goods Documents (NOTOC etc.) ✓ Cargo, Baggage, Mail etc. Documents ✓ Accident flight's 'planning & operational' documentation ✓ Contact & other relevant information for other, involved airlines ✓ Contact & other relevant information for involved Stations ✓ Transcript of accident message(s) passed verbally to Air Accident Investigation Agency ✓ Accident Message from Accident Station / Airport (if appropriate) ✓ OCC 'Big Picture' & other Logs (Paper and / or Dictaphone logs completed up to handover time) ✓ Anything else??? (to be specified here on handover) 	

Note - use additional sheets for further information (if any) and staple to this sheet

Handover completed at (date / time)

By ODM (latter to provide name and sign [include date /time group])

To CD (latter to provide name and sign [include date /time group])



Deliberately Blank



Attachment D to OCC (ODM) **RED Alert** Checklist

'STANDARD' AIRCRAFT ACCIDENT NOTIFICATION MESSAGE

ACCID:

- Aircraft Type, Model, Nationality and Registration
- Name(s) of Aircraft's Owner, Operator and Hirer (if any)
- Name of Pilot in Command / Aircraft Commander
- Date and time (GMT / UTC) of accident
- Last point of departure and the next point of intended landing of aircraft involved
- Position of accident in latitude and longitude + re some easily defined geographical location
- Number of crew on board and number killed or seriously injured
- Number of passengers on board and number killed or seriously injured
- Number of *other* persons killed or seriously injured as a result of the accident
- Brief circumstances of occurrence as far as is known + extent of aircraft damage
- Other - e.g. details of dangerous goods carried; brief description of accident site etc.



The following information should also be provided when and if it becomes available:

- An indication as to what extent the investigation will be conducted / or is proposed to be delegated by the State of Occurrence
- Physical characteristics of the accident area, as well as an indication of access difficulties or special requirements to reach the site
- Identification of the originating authority + means to contact the investigator-in-charge and the accident investigation authority of the State of Occurrence at any time

IF the ODM or Flight Safety CSU **HAS NOT ALREADY DONE SO** - then CMC shall:

- Initially telephone as much as possible of the accident notification message above to the appropriate National Air Accident Investigation Authority i.e. AAIB in UK:

01252 512299 24H

- Provide AAIB with the details of the person sending the accident message - together with **reliable** 24H airline (ABCX Airways) contact information (e.g. ODM contacts, CMC contacts, Flight Safety CSU contacts etc.)
- Follow up as soon as possible with a FAX and / or email version of the accident message

01252 367999 FAX / email address **TBA**

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



Deliberately Blank



Assistant ODM 1 (AODM 1) - Catastrophic Aircraft Accident - **RED** Alert Checklist

Note 1: AODM 1 is typically drawn from the 'deputy / assistant etc. ODM' manpower pool - as / if available

Note 2: Use additional 'services / assistance' of Assistant ODMs 2 and 3 (if available) - as required

	Action	☑ ?
1.	<p>ACCIDENT VERIFICATION</p> <p>Is the source of the accident notification reliable? If yes, proceed with this checklist. If there is doubt - briefly attempt to verify / validate first! Reminder: Time is of the essence so make a judgement call here if necessary i.e. typically do not spend more than 5 minutes trying to verify etc. - after this, 'assume the worst' - and continue with this checklist accordingly</p>	
2.	<p>BIG PICTURE LOG</p> <p>As ODM directs (or otherwise at own initiative) - enter relevant information (pertaining to the ongoing OCC element of the crisis / emergency response) into the RED Alert - BIG PICTURE LOG</p> <p>A paper (hard copy) template of the BIG PICTURE LOG is located in the OCC Emergency Procedures RED BOX. An 'electronic' (soft copy) of same can be found at: (insert here clear instructions as to how this soft copy can be found on the appropriate and associated OCC ICT 'system')</p> <p>Reminder: A 'long duration recording' dictaphone is also located in the OCC RED BOX. Use it as required to record associated log information instead of completing the written BIG PICTURE LOG. However, note that a written log remains the preferred option unless 'circumstances on the day' (e.g. lack of time / too busy etc.) dictate otherwise</p>	
3.	<p>EMERGENCY SERVICES</p> <p>Check that relevant Emergency Services are in attendance at the accident location AND / OR (if appropriate) that search and rescue services have been alerted. Otherwise, take IMMEDIATE action to alert one and / or the other as appropriate to actual circumstances prevailing 'on the day'</p> <p>Note: Contact via ATC; Police; Station Manager and / or GHA / Whoever etc.</p>	
4.	<p>ACCIDENT FLIGHT - INITIAL DOCUMENTS REQUIRED AS A 'PRIORITY'</p> <p>Oversee collection, securing and prioritised distribution (of copies) of the following (accident flight's related) documents :</p> <ul style="list-style-type: none"> ▪ Dangerous Goods information (Urgent) ▪ Most current passenger list available (High Priority) ▪ Verified crew list + Next Of Kin (NOK) details (High Priority) ▪ Cargo, Baggage, Mail, Live animals etc. type information 	



Assistant ODM 1 (AODM 1) - Catastrophic Aircraft Accident - **RED** Alert Checklist - continued

5.	<p>‘LOCK-OUT’ of ACCIDENT FLIGHT’s DETAILS</p> <p>Oversee associated actions for accident flight’s details (as stored in any relevant Departure Control System (DCS) or anywhere else relevant) - to be immediately ‘locked-out / frozen / spiked’ i.e. all access denied UFN - except on the instruction of an appropriately authorised person e.g. ODM; Crisis Director etc.</p>	
6.	<p><u>ADDITIONAL OCC STAFFING REQUIRED?</u></p> <p>Alert & activate additional (off-duty) OCC staff - if so directed by ODM</p>	

Note - In checklist item 7 below, it is assumed that the third party services will be both alerted **and** activated. However, on rare occasions it might be necessary to alert only i.e. request them to standby for activation - but not to do so until further advised accordingly

7.	<p>NOTIFY / ACTIVATE SPECIALIST 3rd PARTIES -</p> <p>Providing CRISIS / EMERGENCY RESPONSE SERVICES to ABCX AIRWAYS</p> <p>Alert and / or Activate any / all of the following - depending on accident circumstances:</p> <ul style="list-style-type: none"> ▪ Emergency Call Centre Operations (WYZ Emergency Services [WES]) ▪ Family (Humanitarian / Special) Assistance Team Operations (WES) ▪ Psychological / Psychosocial Support (professional level) etc. (PFA Services) ▪ Disaster Victim Identification + Personal Effects Recovery Operations (WES) <p>(WES + 44 (0)xxxx xxxxxx UK 24H - 1st choice; + 1 yyy xxx yyyy USA 24H - 2nd choice) (PFA + 44 (0) 800 00 0000 - Crisis Activation UK 24H; + 44 (0) 17xx xxxxxx UK Office Hours)</p> <p>Note: Do not enter into protracted detail / discussion with either of the above. Simply alert & activate them (providing a very brief summary of accident circumstances) - and advise them that their further requirements / questions will be addressed by the CMC upon activation. However, do note that PFA will require ABCX Airways GO Flight / Team details when available</p>	
----	--	--



Assistant ODM 1 (AODM 1) - Catastrophic Aircraft Accident - **RED** Alert Checklist - continued

8.

NOTIFY UK's AIR ACCIDENT INVESTIGATION BRANCH (AAIB)

Note: This *specific* checklist *item* is also contained in the equivalent checklist for the ODM. You should be ready for him / her to delegate it to you - hence the reason why it is reproduced here:

Phone & FAX accident details to UK AAIB (Phone + 44 (0)1252 512299 24H; FAX (0) 1252 367999)

Note: a laminated template of the accident notification message can be found in the OCC Emergency Procedures **RED BOX**. (Also found at attachment D to the ODM's RED Alert checklist - see page 73)

IMPORTANT: If the accident involves a flight arriving / departing / transiting the **USA**, *also* (additionally) telephone accident details to the US National Transportation Safety Board (NTSB TDA +1 202 314 6185 [General] / +1 202 314 6290 [Transportation Disaster Assistance - Response Ops Centre {ROC}]) - ask for 'Office of Transport Disaster Assistance'

* Also see associated note at the end of this checklist - **NOW** - and then return here

Use (or adapt) the accident notification message (referred to above) for any NTSB notification. Whilst in contact with the NTSB, also obtain their appropriate FAX / e-mail addresses and forward to them the initial crew and passenger lists - as available

Reminder: This checklist item assumes that ABCX Airways is **not** USA based / registered

9.

FLIGHT DOCUMENTS (operational)

Obtain all 'operational' documentation for accident flight and forward to CMC (when it opens) e.g.

- Computer / Operational Flight Plan + ATC Flight Plan + Journey Log etc.
- Weather Brief + NOTAM Brief
- Load-sheet with Last Minute Changes + NOTOC
- Cargo, Baggage, Mail etc. documentation including any re Dangerous Goods
- Tech Log Sector Record Pages - last 10 sectors
- etc.

Note: For more details follow the below link:

<https://aviationemergencyresponseplan.com/information/>

scroll down resulting webpage until you find the 'information article' entitled (then click on it to open and read):

- **Information Article - Documents, Records etc.** - Required for Collection & Safeguarding post major Aircraft Accident



*Assistant ODM 1 (AODM 1) - Catastrophic Aircraft Accident - **RED** Alert Checklist - continued*

10.	<p style="text-align: center;">ON-GOING SUPPORT</p> <p>Provide all & any on-going support to ODM - either as directed/requested or (exceptionally) on own initiative, where circumstances 'on the day' so require</p>	
11.	<p style="text-align: center;">HANDOVER - OCC to CMC</p> <p>Assist ODM with any issues related to emergency / crisis response C4 handover - OCC to CMC - particularly re e.g. the BIG PICTURE LOG; collected / safeguarded documentation etc.</p>	
12.	<p style="text-align: center;">RESUME 'Normal' OPERATIONS</p> <p>When appropriate / as directed:</p> <ul style="list-style-type: none"> ▪ assist with resumption of normal operations..... and ▪ make / implement / continue suitable preparations for possible / actual disrupted (business continuity) operations - which may follow / have followed as a consequence of the associated aircraft accident 	
	End of Checklist	

*** Note - re checklist item 8 above:**

Approximately 'equivalent' notification requirements to those of the **USA** apply in:

Australia, Brazil, China (including Hong Kong & Macau), the European Union (3 countries only to date i.e. Italy, Netherlands and Spain), Indonesia, South Korea and the UAE (+ [possibly] a small number of other countries)



Deliberately Blank



Assistant ODM 2 (AODM 2) - Catastrophic Aircraft Accident - RED Alert Checklist

Note 1: AODM 2 is typically drawn from the OCC's 'crew control' (CC) manpower pool - as / if available

Note 2: Use additional 'services / assistance' of Assistant ODMs 1 and 3 (if available) - as required

	Action	☑ ?
1.	MAINTAIN LOG of EVENTS (AODM 2 Specific)	
2.	<p>VERIFY ACCIDENT FLIGHT's CREW LIST</p> <p>In conjunction with relevant staff at accident flight's 'station of last departure' - verify (double-check / re-confirm etc.) that the accident flight's crew as shown on the crew list (GEN DEC / whatever) is exactly the same as the crew who actually operated the flight (e.g. might there have been any last minute crew change(s) which crew control might not be aware of [typically as a result of human error somewhere in the process])? Advise ODM and / or AODM 1 of the result accordingly</p> <p>Note: it will usually be expedient to involve AODM 3 in this as he / she will be contacting the accident flight's station of last departure anyway - as part of his / her own RED Alert checklist</p>	
3.	<p>MATCH & ANNOTATE APPROPRIATE NEXT of KIN to ASSOCIATED CREW</p> <p>Provide the verified crew list to ODM and / or AODM 1 - together with clear and correct (double-checked) annotations as to the respective next of kin details (name, relationship and contact information) for each such verified crew member</p>	
4.	<p>CREW the GO TEAM AIRCRAFT</p> <p>If so required, (i.e. a GO Team is to deploy by air) - allocate and activate a crew to / for the GO Team aircraft / flight and obtain final approval for this allocation (ASAP) - from both Flight Operations (pilots) & Cabin Services (cabin crew) CSUs. Be prepared to rapidly change crew allocations if so directed by staff from these CSUs. Keep ODM and / or AODM 1 updated</p>	
5.	<p>MORE INFORMATION RELATED to ACCIDENT FLIGHT's OPERATING CREW</p> <p>Provide / document (and pass to ODM and / or AODM 1) as much information as possible - as listed in attachment 1 - found at end of this checklist</p>	



AODM 2 - RED Alert Checklist / continued

	Action	☑ ?
6.	<p>NON-OPERATIONAL CALLS FROM CREW (including calls from crew families etc.)</p> <p>Where any crew caller etc. (calling crew control) has no family / equivalent relationship to any of the accident flight's operating crew (or anyone else travelling on the associated GEN DEC) - advise him / her to await information, to be provided (to all crew) ASAP by Flight Ops and / or Cabin Crew management / CSUs. End the call</p> <p>Where such a crew caller does have such a family / equivalent relationship - complete the airline's *Family, Relatives and Friends Enquiry Card - FEC with him / her. When complete, ask caller to await a call back from the airline with further info, as it becomes available. End the call</p> <p>Where an FEC(s) has been completed as per above - pass on ASAP to ODM / AODM 1 for eventual, onward transmission to airline CMC</p> <p>*Note: - Example FEC form attached to this checklist (attachment 2). Hard copies also available in OCC Emergency Procedures RED BOX. Also see note at end of this checklist now - and then return here</p> <p>Note: - Adapt / manage the above for any non-crew related calls which might end up at Crew Control</p>	
7.	<p>ON-GOING SUPPORT</p> <p>Provide all and any on-going crew control related support to ODM / AODM 1- either as directed / requested or (exceptionally) on own initiative, where circumstances so require</p>	
8.	<p>RESUME 'Normal' OPERATIONS</p> <p>When appropriate / as directed:</p> <ul style="list-style-type: none"> assist with resumption of normal operations..... and make / implement / continue suitable preparations for possible / actual disrupted (business continuity) operations - which may follow / have followed as a consequence of the associated aircraft accident 	
	End of Checklist	

Note - Complete FECs for callers to you (latter **not** being ABCX Airways crew) - where you have **good reason** to believe that they are genuine family, relatives or close friends of **any** associated accident victim(s) (i.e. of both crew **and** / or passengers) - **UNLESS** you know that the airline's 'emergency call / contact/ centre' (ECC) is active and is ready to receive / is receiving calls. For latter situation, provide ECC published contact (telephone etc.) info to such callers (instead of completing the FEC with them) and then end the call

Where FECs **HAVE** been completed (by you), advise associated caller(s) that 'someone else' will call them back as soon as further information (concerning the person(s) being enquired about) becomes available, then end the call. Pass on associated details ASAP to ODM / AODM 1 for eventual, onward transmission to CMC



Attachment 1 to AODM 2 Red Alert Checklist - Operating Crew/ Required Information:

Cockpit Crew

Personal

- Name, staff number and title / position (e.g. Captain; First Officer etc. for latter)
- Nationality & Place / Country of Birth
- Date of Birth
- Details of Next of Kin / Closest Relative / other close family or similar relationships
- Home Base address + Overseas address / addresses (as applicable)
- **FULL** Contact Information
- Passport Number + Date and place of issue

Professional

- Licence number and type + place & date of issue
- Total Flying Hours
- Flying Hours last 28 days
- Flying Hours last 12 months
- Total Flying Hours on Aircraft Accident Type
- Duty pattern and rest record past 6 months
- Relevant Aircraft Type(s) and Route / other appropriate qualification(s)
- Date of last Medical, Results (including any restrictions) & Validity
- Period of cockpit crew service with the airline
- Brief details of **any** previous aircraft accidents / incidents

Cabin Crew

Personal

- Name, staff number and title / position (e.g. Purser / No 1; Senior Cabin Crew etc. for latter)
- Nationality & Place / Country of Birth
- Date of Birth
- Details of Next of Kin / Closest Relative / other close family or similar relationships
- Home Base address + Overseas address / addresses (as applicable)
- **FULL** Contact Information
- Passport Number + Date & place of issue

Professional

- Total years of service as cabin crew
- Period of cabin crew service with accident airline
- Period of cabin crew service on Aircraft Accident Type
- Total Flying Hours
- Flying Hours last 28 days
- Flying Hours last 12 months
- Duty pattern and rest record last 28 days
- Brief details of **any** previous aircraft accidents / incidents



Attachment 2 to AODM 2 Red Alert Checklist - FEC form:

ABCX Airways - 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 conditions (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 have travelled with this Victim (as known to ' person reporting ')	Last / Family Name	First / Other Name(s)		Relationship to this Victim	
Closest relative (or equivalent) 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 **this** FEC*



Attachment 3 to AODM 2 Red Alert Checklist - CMC / Quick Start Checklist:

Note to Reader:

The following checklist has been *deliberately* left blank / incomplete. In reality this checklist must be produced by the airline concerned, *with all appropriate content included*

Its (the below checklist's) purpose is to facilitate rapid opening and 'warming-up' of the accident airline's CMC e.g. 'turning on' of appropriate equipment (primarily ICT related); laying out associated documentation (e.g. CMC checklists, contact lists etc.); testing equipment insofar as it is feasible so to do (particularly telephones; basic ICT functions on e.g. PCs and laptops etc.); responding to communications to the CMC (even if only to say 'please call back later' [i.e. when the CMC is 'officially' manned] OR [if urgent] pass on to OCC) - and so on

During 'normal working hours' it is likely that CMC 'designated operating staff' will start arriving at the CMC in reasonably 'quick time' - possibly before AODM 2 (or, more likely, a delegated, trained and exercised crew control rep of the latter) arrives. In which case AODM 2's (or latter's rep) presence in the CMC would not / would no longer be required

At other times it is perfectly feasible that AODM 2 (or latter's rep) might need to 'man' the CMC for several hours - but not in any true / viable 'operational' context, of course

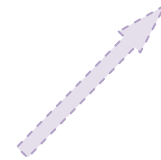
AODM 2 - CMC - Quick Start Checklist

	Action	☑ ?
1.	TBA etc.	
2.		
3.		
4.		
5.		

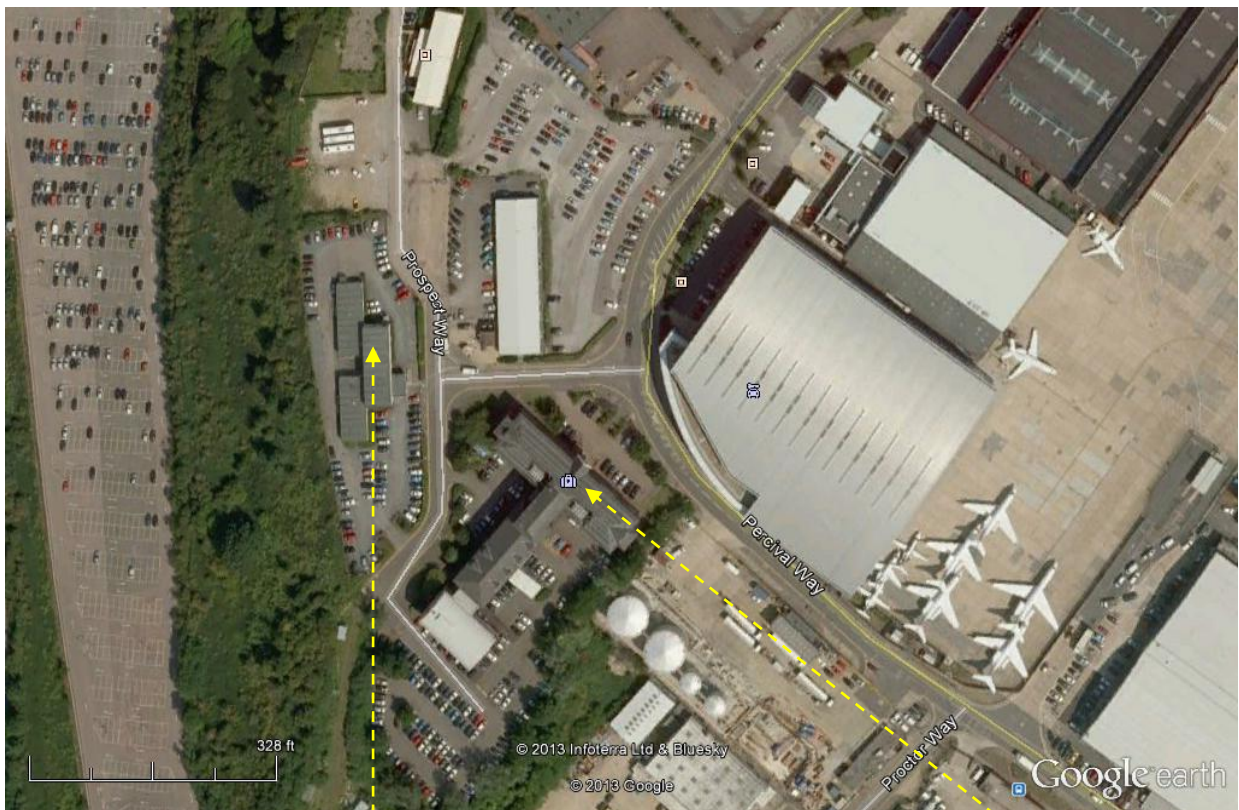


AODM 2 - CMC Quick Start Checklist / continued

The ABCX Airways CMC is located in Building **ZZZ**, Room **1** (adjacent to ABCX Airways HQ offices [Building yyy]), at XYZ International Airport [XIA]). The OCC is located a short (5 minute walk along 'Percival Way') distance from both the CMC and airline HQ building



To ABCX Airways **OCC** (Building xxx) - 5 minute walk



ABCX Airways **CMC** - Building ZZZ / Room 1

ABCX Airways **HQ** - Building yyy



Deliberately Blank



Assistant ODM 3 (AODM 3) - Catastrophic Aircraft Accident - RED Alert Checklist

Note 1: For the purposes of this document AODM 3 is drawn from the OCC's * *customer services* (CS)' manpower pool - as available

Note 2: Use additional 'services / assistance' provided by **Assistant** ODMs 1 and 2 (if available) - as required

* Note 3: Airline OCCs around the world differ hugely in their size, scope and complexity. Some are the equivalent of Star Trek's 'Star Ship Enterprise'. Others could fit in a 'shoe box'

The largest / most complex airlines might have e.g. 100 + persons on duty per OCC 12 hour shift (24H ops assumed here) - whilst, at the other end of the scale, we might be talking just 2 or 3 persons with limited hours operation

We have already seen that ABCX Airways fits into the 'Star Ship Enterprise' category - thus it can choose from around 4 different (OCC related) 'disciplines / job descriptions' to which can be assigned the role of AODM 3

In this document we have chosen 'Customer Services' (Customer Services Officers - CSO) but it could just as easily have been staff from 'Airport Services' and / or 'Reservation Services' and / or 'Ground Handling Services'

At the other end of the scale, the on-duty ODM will probably need to do 'everything' him /herself - but remember that the associated operation will be small - so might thus still be manageable by just the one person (if trained and exercised accordingly and employs his / her response efforts 'creatively')



Assistant ODM 3 (AODM 3) - **Catastrophic Aircraft Accident** - **RED** Alert Checklist

Note: The AODM 3 (CSO) shall work closely with the AODM 1 (deputy / 'assistant ODM' [if available - otherwise with the ODM]) **and** with AODM 2 (from crew control), when carrying out this checklist

Some overlap of actions required should be anticipated and managed accordingly. Where there is any conflict, resolution shall be provided by the assistant ODM (AODM 1) and / or the ODM, as appropriate / available

	Action	☑ ?
1.	MAINTAIN LOG of EVENTS (AODM 3 Specific)	
2.	<p>ACCIDENT FLIGHT - DOCUMENTS REQUIRED (As a matter of urgency)</p> <p>Collect & secure the below documents:</p> <ul style="list-style-type: none"> ▪ Final (boarded / flown) Passenger Manifest / List (PNL) - or otherwise the <u>most current</u> passenger list available ▪ Verified crew list ▪ Dangerous Goods information (should already be available [as per international {IATA} SOP] to OCC?) ▪ Cargo, Baggage, Mail etc. info also required - but not as a matter of urgency 	
3.	<p>(AIRLINE's MAIN CALL / CONTACT CENTRE[S]) - 'INTERCEPT and DIVERT' PROCEDURE</p> <ul style="list-style-type: none"> ▪ Concerning ABCX Airways 24H (Customer Services [NORMAL BUSINESS]) Call / Contact Centre(s) located at xxxx (and yyyy etc. as required) - take appropriate action (* follow the [separate document] published procedure) to intercept and manage incoming calls (all to be considered as potentially associated with the crisis) <p>* Note: As the above procedure is beyond the scope of this document, it is not included herein</p> <ul style="list-style-type: none"> ▪ At the appropriate time (i.e. when the ABCX Airways [sub-contracted / third party] Emergency Call Centre [ECC] in zzzz has declared that it is ready to receive crisis related calls on behalf of the airline) - take SOP action to: <ul style="list-style-type: none"> ○ Identify and flow (divert) ** all such calls (from all ABCX Airways call / contact centres) to the ECC..... and ○ Publicly publish (worldwide) the direct telephone contact numbers for the ECC - i.e. one number typically being 'toll-free' from many of the world's countries and the other being 'toll paid' - but which 'works' in any country in the world <p>** Note: All ABCX Airways commercial call / contact centres will (by this time) have initiated special procedures (not expanded upon here) to identify such calls and redirect them to the 3rd Party ECC. All other calls will be answered by ABCX Airways call centres 'as normal'</p>	



Assistant ODM 3 (AODM 3) - Checklist - continued:

	Action	☑ ?
4.	<p>(AIRLINE's MAIN CALL / CONTACT CENTRE[S]) - 'HOLDING' MUSIC</p> <p>Take appropriate / SOP action (* follow the [separate] published procedure) to play only 'appropriately sensitive' holding music for ** telephone callers e.g. in a telephone queue / on hold etc.</p> <p>* As the above procedure is beyond the scope of this document, it is not included herein</p> <p>** i.e. telephone callers 'calling' the 3rd Party ECC and/or any of the ABCX Airways call centres worldwide</p>	
5.	<p>OVERSEE 'FREEZING' / 'LOCKING OUT' of ACCIDENT FLIGHT'S DCS INFORMATION</p> <p>Oversee (in conjunction with whoever) action for accident flight's details as stored in any relevant Departure Control System (DCS) - to be immediately 'locked-out / frozen / spiked' i.e. all access denied UFN - except on the instruction of authorised persons (ODM and / or CD etc.)</p>	
6.	<p>'CODESHARE / ALLIANCE PARTNER' etc. CUSTOMERS on the ACCIDENT FLIGHT???</p> <ul style="list-style-type: none"> ▪ Ascertain if any codeshare / alliance / lease / charter etc. passengers were on board the accident flight and, if so, obtain details (by all & any means available / possible) ASAP - i.e. numbers, names, codeshare / alliance etc. operator(s) involved etc. ▪ Obtain reliable contact info for any such codeshare / alliance etc. operator(s) / brokers ▪ Contact with any such codeshare / alliance etc. operator(s) / brokers etc. - and request: <ul style="list-style-type: none"> ○ that they provide (or arrange to provide) you with appropriate information re their customers, where available e.g. names, addresses, nationalities, other contact information, party travelling together (query), infants travelling, next of kin / closest relative info etc..... and ○ that they undertake to be the 'point of contact' with all such customers, on behalf of ABCX Airways ▪ Continue as ABCX Airways 'point of contact' for any such codeshare / alliance etc. operator(s) / brokers etc. - until relieved of task and / or directed otherwise ▪ Pass on and update appropriate details / information obtained to AODM1 and ODM (ODM to pass on in turn to CMC - once latter activates) <p>Note: In principle at least, all accident victims and their associated FR included under the 'intent' of this checklist item 6 should 'initially' receive equal treatment by ABCX Airways - i.e. as if they had been 'direct' ABCX Airways pax. However, appropriate (expert) legal advice MUST be taken on this matter (i.e. NOW / TODAY - before any such situation arises) to ascertain what actual legal (international, national and local) and / or other (e.g. ICAO) obligations apply - and then this checklist item 6 re-written accordingly (together with appropriate cross-reference material)</p>	



Assistant ODM 3 (AODM 3) - Checklist - continued:

7.	<p style="text-align: center;">PASSENGER MANIFEST VERIFICATION</p> <p>Oversee and support 'station(s) / airport(s) of last departure' of accident flight (or anyone else appointed) - in carrying out the associated 'passenger manifest verification - PMV' procedure. Continue with this task until (if) a more appropriate ABCX Airways representative (if any) can take over from you</p> <p>Note: In general you will be working on this with the appropriate / associated Station Manager(s) or equivalent airline (ABCX Airways) representative (e.g. GHA; Supervisory Agent etc.) - at the station(s) / airport(s) of last departure of the accident flight. Local check-in staff for the accident flight should also typically be involved</p>	
8.	<p style="text-align: center;"><u>ON-GOING SUPPORT</u></p> <p>Provide all & any on-going AODM 3 related support to ODM - either as directed / requested or (exceptionally) on own initiative, where circumstances so require</p>	
9.	<p style="text-align: center;">RESUME 'Normal' OPERATIONS</p> <p>When appropriate / as directed:</p> <ul style="list-style-type: none"> ▪ assist with resumption of normal operations..... and ▪ make / implement / continue suitable preparations for possible / actual disrupted (business continuity) operations - which may follow / have followed as a consequence of the associated aircraft accident 	
End of Checklist		

Note 1: Where circumstances 'on the day' so require, complete the FEC (see page 84 of [this](#) document. * Hard copy FEC forms will be found in OCC Emergency procedures **RED BOX**) for / with any callers to you - where you have good reason to believe that they are genuine family, relatives & friends of any associated accident victim(s) - **UNLESS** you know for sure that the airline's Emergency Call Centre (ECC) has been activated (and is ready to receive / is taking calls). For the latter situation, provide the ECC published contact information to all such callers and request that they call same separately - then end the call

* Soft copy also available on 'OCC Drive' at path (Insert here the ICT path used to find the FEC)

Where such FECs **have** been completed by you - advise the caller(s) that someone will call them back as soon as further information (concerning the person[s] being enquired about) becomes available - then end the call

Where such FECs **have** been completed - pass them on ASAP to ODM for onward transmission to the CMC (when it opens)



Note 2: A useful reference document providing a ‘fit for purpose’ procedure for how to change ‘*normal business*’ type holding messages and music on an airline’s commercial call / contact centre’s IVR (Interactive Voice Response) system can be found at the end of the below link:

<https://aviationemergencyresponseplan.com/guideline-template/>

When it opens, scroll down until you see the title ‘**Airline ERP - Component Documents**’. Under / below this title you will find a document entitled:

* CRPM Part 1 (ERP) / Volume 4 - [Emergency Call Centre Ops](#)

Click on it to open and read (see pages 31 - 42)

Note 3: Another useful reference document providing a ‘fit for purpose’ procedure for how to conduct a ‘Passenger Manifest Verification’ task can be found at the end of the below link:

<https://aviationemergencyresponseplan.com/information/>

When it opens, scroll down the list of ‘Information Articles’ displayed until you find the one entitled:

* **Information Article** - [Passenger Manifest Verification](#) - PMV Process

Click on it to open and read