Guideline / Template

ABCX AIRWAYS

Crisis **R**esponse **P**lanning **M**anual (CRPM)

Part 1

EMERGENCY RESPONSE PLAN (ERP)

Volume 1

POLICY / **OVERVIEW** / **INTRODUCTION** ('Bird's Eye' View)

This series of guideline and guideline / template documents is designed to provide strong, well-researched information frameworks - upon which aircraft operators (typically commercial, passenger airlines) can build reliable / quality etc. emergency / crisis response plans (ERP). Said plans should thus 'deliver' what is required 'on the day' - ***provided*** that the operator(s) involved has / have done its (their) part in the associated building process + everything else which goes with it - and follows on accordingly, particularly re adequate resourcing (manpower, budget, facilities etc.), training, exercising, maintenance, review etc.

Aircraft operators using this / our guidelines etc. to assist in producing (original or rewrite) their own (equivalent) emergency / crisis plans, have the flexibility of using as much or little of same - as required

A significant advantage of using our 'system' is 'standardisation' - thus alleviating the potential difficulties of having as many different emergency / crisis response plans as there are aircraft operators, airports etc. - which e.g. makes mutual emergency support ops between airlines (and airlines and airports, GHAs etc.) much more problematic than is necessary in the 21st century

www.aviationemergencyresponseplan.com *(Parent Website)*

PREAMBLE - please read the following notes before proceeding further

Note 1 - This *type* of document is known by us as a *'guideline / template'* - being designed to assist in the preparation, production and operation of an aircraft operator (particularly [but not exclusively] targeted at the larger passenger airline) emergency response plan (*ERP*)

This *particular* document deals specifically with the subject of *'ERP Policy* and *Executive Summary'* *('Bird's Eye View')* - re a *catastrophic aircraft accident* (aviation disaster) type scenario

Note 2 -There are two types of document in our CRPM (Crisis Response Planning Manual) series - you are reading one type right now i.e. a 'guideline / template'. The other is known as a 'guideline'

A *'guideline / template'*, if implemented as intended, should lead to the successful production of an associated airline contingency (emergency / incident etc.) response plan, in the area of interest covered by the relevant 'subject specific' matter concerned i.e. it is a template, in the commonly accepted sense of the word. It is typically used when the associated 'subject matter' is *relatively* non-complex *- i.e. due the associated, comparative 'easiness' (because of such non-complexity) of producing said guideline / template*

In contrast, a *'guideline'* provides comprehensive information and guidance on its specific subject area - but is not a true template as described just above (nonetheless, it remains *a very useful aid in such task* - and should be used as such accordingly). A 'guideline' is typically used when the specific subject matter area(s) of concern are *relatively* complex *- i.e. due the associated difficulties (because of such complexity) faced in adequately producing 'what is required' in the guideline / template version*

Both types of document are produced (in their different ways) as '*works of reference*'. It is hoped that the reader appreciates that any work of reference needs to be comprehensive enough to deliver what is required - hence (in our case) the comparatively large size (and thus amount of information provided) of most of the guideline and guideline / template documentation we produce

It should be anticipated that 'larger / more complex' aircraft operators will need to account for the greater majority of subject matter included herein (when preparing their own, associated [emergency] plans) - whilst smaller / simpler operators should be able to 'mix, match, adapt and downsize ' to a degree, as appropriate to their own (specific) circumstances

Note 3 - Fictitious (scheduled) passenger airline '*ABCX Airways*' has been used to provide 'context' herein. It is loosely based on a medium to large sized (**UK** registered, headquartered and main-based) operator. ABCX Airways is a (24 hour) long, medium and short-haul international (scheduled) air carrier (including USA destinations) - and can be assumed to be well resourced / supported from 'emergency response planning and response' contexts

Whatever applies to ABCX Airways herein may be regarded as being *typically* applicable, to a greater or lesser extent, to other (similar) airlines worldwide (+ most other passenger carrying airlines e.g. charter / lease operations) re associated / relevant, emergency response planning matters. However, there will always be differences - and same must be adequately accounted for if producing emergency plans etc. - based on any of *our* series of guideline or guideline / template documents

This document may be adapted for use by other aircraft operator types (e.g. cargo / executive / VVIP / rotary etc.) as required. Appropriate differences should be accounted for accordingly

Non-UK registered and / or **non**-UK main based operators can interpret and adapt this guideline / template accordingly - when applied to their own specific circumstances. However, do consider that when operating into UK, some provisions documented herein may still be applicable / advisable e.g. those relating to humanitarian (family) assistance requirements, carriage of dangerous goods etc.

Note 4 - 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

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

Note 5 - 'Relevant' airlines require a suitably effective / efficient *method* of documenting, in detail, the contents, requirements etc. of their emergency response plan(s). A brief account (of same) as used in our own series of 'guideline' and 'guideline / template' documents - can be found on pages 17 and 18. The latter is a 'well tried and proven' method and said airlines should seriously consider adopting same. If done, this will strengthen the *standardisation* aspects of ERPs amongst all such aircraft operators

Note 6 - How to use this Guideline / Template (Instructions)

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

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

AND / OR

▪ 'Written instruction' - requiring the airline etc. person(s) (working on the new or upgraded airline plan under preparation) to *obtain and insert appropriate information him / herself* - which will require considerable thought and research, decision making (e.g. policy & budget), time and effort etc. (The latter refers to information which no 'generic' guideline / template such as this [the document you are now reading] is able to provide)

Below find an *example* of how a typical 'written instruction' might appear in any of our guideline or guideline / template documents series:

Example **Instruction 1**:

The front cover sheet template for *your own* CRPM Part 1 / Volume *xx* will be found on (enter the page number) of this guideline / template document - you can simply 'copy and paste' it into the front (first page) of *your own* document

Then remember to:

* Insert the name of your own airline in the appropriate place

* Change or remove the logo (top left of header)

* Amend the rest of the 'header and footer' text to your own requirements - if necessary

* Change / adapt etc. any other information - as required

Said 'written instructions' plus any associated material to 'copy & paste' will generally be included within the specific guideline or guideline / template document as associated with any new or upgraded airline ERP etc. under preparation. This means e.g. that for *each* airline Part 1 (ERP) *Volume* (reminder - see note 5 on page 3) to be produced / upgraded - there will be a *corresponding* and *separate* (one of our) guideline or guideline / template document to refer to; 'copy and paste' information from; take instruction from etc. i.e. (see below):

Crisis Response Planning Manual Part 1 (Emergency Response Plan - **ERP**)

New / Upgraded Airline Plan under Preparation	Associated Guideline / G. *Template* Document
Volume 1	Volume 1*
Volume 2	Volume 2
Volume 3	Volume 3
Volume 4	Volume 4*
Volume 5	Volume 5
Volume 6	Volume 6
Volume 7	Volume 7*
Volume 8	Volume 8
Volume 9	Volume 9*
Volume 10	Volume 10

You are currently reading (*for real*) the document highlighted above. Other asterisked (*) documents listed in the table (on right hand side) i.e. Vols 4, 7 & 9 are also 'guideline / templates' - the rest being 'guidelines'

CRPM *Part 1* is otherwise known *exclusively* **by us** as the '*emergency response plan*' (**ERP**)

Only CRPM Part 1 is the subject of *this* particular aircraft operator ERP guideline / template document (i.e. the document you are reading now is a sub-part [a '*volume*' {i.e. one of 10 volumes}] of *CRPM Part 1*) (see again pages 17 and 18 - as required)

CRPM **Parts** 2 to 6 (*separate* documents from the one you are now reading) are *not* subject areas included in *this* ERP guideline / template document - except where might be shown for cross reference, contextual etc. purposes only (i.e. CRPM Parts 2 to 6 cover *other* [relevant] subject matter areas e.g. Natural Disaster; Business Continuity etc.)

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

Note 7 - This guideline / template is predicated on ABCX Airways being able to deploy significant resources (including manpower, budget, facilities etc.) during a crisis response. This will obviously not be the case for some (if not many) potential users. For the latter, this document should be *adapted*, *downsized* etc. accordingly - in the appropriate areas

It is acknowledged here that such adaptation / downsizing etc. might be difficult to accomplish - but should nevertheless be done to the best ability of the operator etc., commensurate with available resources. 'Outsourcing' options might be considered if appropriate (e.g. if they can be financed?)

Note 8 - Users are advised to read through the associated 'glossary' before continuing with the main part of this document. See page 66 for further details re how this might be accomplished

Note 9A

▪ This original document (the '**work**') contains material protected under International and / or Federal and / or National Copyright Laws & Treaties. **Any *unauthorised* use of this material is prohibited**

▪ However, all and any entities, persons etc. are licensed / authorised (by the copyright owner / original author) to use the *work* under the terms of something known as a 'creative commons licence'. (Follow the link below to see the **basic** terms of this licence in plain language [from there you can then also link to the 'legal' language version]):

Note - 'attribution' means placing the following (below) text in the header (or some other prominent position e.g. the page after the title page / front cover) of all and any derivative document(s) (known as 'adaptations') - which you make at any time - as based on this / our *work*:

- For any *other* use of the **work** (e.g. use for *commercial* / for *profit* purposes) - *written permission is required*. The latter can be requested from - info@aviation-erp.com

- The copyright owner / original author agrees that the term 'commercial' (as used above) can be fairly interpreted as *not* applying to any use of this **work** as a template / guideline, where such use is made solely (only) for producing an emergency response plan or similar document - and where such use is solely made by an entity (e.g. an airline and / or a person[s] in the employ of such entity) - *for use by such entity alone*

- If derived / adapted / changed versions (*adaptations*) of this **work** are made, then a statement to this effect must be placed in some appropriate, prominent position (e.g. the page after the title page / front cover) of all and any such adaptations e.g.

  '……………This is an adaptation of [insert title / name of the work] by AERPS / MASTERAVCON / A H WILLIAMS (copyright owner and author) ……………'

- If adaptations of this **work** *are* made, it is recommended that all images in the original are replaced and / or omitted in the adaptation - so as to avoid potential infringement of image copyright, which the original work copyright owner / author might have reasonably been unaware of

- Entities and persons intending to distribute this **work** and / or its **adaptations** to other entities and persons, shall be responsible for ensuring that the terms, conditions etc. of this 'Note 9A' - and the associated 'creative commons licence' referred to above, are passed on in turn. *All entities and persons receiving such distributed versions shall then be bound by these same terms and conditions*

Note 9B - Any person / entity having reasonable cause to believe that his / her / its copyright has been infringed in this document - should contact us soonest (via email - info@aviation-erp.com), so that the issue can be mutually and satisfactorily resolved

Note 10 - Despite every care being taken in the preparation of our series of guideline and guideline / template documents, they will inevitably contain errors, omissions / oversights, incorrect assumptions, non-working links, out of date info etc. Users identifying same in *this* particular document (the one being read right now) are requested to kindly notify the author accordingly (via email) at - info@aviation-erp.com

End of Preamble Section

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

- If *your* airline also uses such a commercial third party emergency call centre provider (* such as British Airways [EPIC]; Kenyon International Emergency Services; Blake Emergency Services; FEI, AVIEM, Emirates Airline etc.) - the pictorial diagram at appendix **D** correctly reflects (albeit simplistically) such a situation. However, said appendix *must* be modified of course, to accord with your airline's own, specific circumstances

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

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

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

- If *your* airline has no adequate emergency call centre capability (however sourced) - it is suggested that said situation be rectified as a priority matter

(* Some of these organisations etc. might no longer 'be in business / exist' as at 2024 - users / readers should check accordingly if so required)

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

Guideline / Template - Instruction 1

The front cover sheet for *your own* CRPM Part 1 / Volume 1 will be found on the *next page*. You can simply 'copy & paste' it into the front of your own, equivalent document

Remember to:

* Insert the *name* of your airline in the appropriate places

* Change or remove the *logo* (top left of header) accordingly

* Amend the rest of the '*header and footer*' text to your own requirements - as required

* Insert any *other* required information (including e.g. an appropriate image - as required)

Insert actual airline name here *xxxxxxx*

Crisis Response Planning Manual

Part 1

EMERGENCY **R**ESPONSE **P**LAN

Volume 1

Insert an appropriate image here?

Policy and Executive Overview / Summary

Guideline / Template - Instruction 2

This 'Instruction 2' covers pages 11 to 66 of **this** guideline / template document. They can simply be 'copy and pasted' directly into your own plan if required / suitable - and 'adjusted / adapted / changed', **to suit the particular requirements of your airline**:

For example - you will need to replace the term 'ABCX Airways' (wherever it occurs)

For example - you will need to 'adjust; re-write etc.' the 'contents list' shown herein on page 12

For example - you will need to consider replacing any of our 'generic' terms, concepts and forms etc. (as used herein) with those specific to your airline / airport / operation / government / country etc.

However, if you **are** able to use the (our) terms, concepts etc. contained herein (in your own, equivalent plan[s]) - this will assist in establishing a degree of much needed global standardisation in (aviation related) emergency / crisis response operations

……………………………………………………………………………………… etc.

Reminder - you should now use common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to **adapt** this Instruction **2** to **your own airline's specific purposes and circumstances** - possibly as influenced by (potentially) interested third parties e.g. airport operators; emergency services; government authorities; parent company; specialist (commercial) third party suppliers of emergency services (which might be engaged) etc.

ABCX Airways - *Phone* / *Call* **Home** *Scheme*

A typical 'phone home' scheme might look a little like the following:

'………….. In the extremely unlikely event of one of our aircraft being involved in a major emergency / crisis, the airline will activate an emergency contact etc. 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 and 'high profile' aircraft accident, 50-100,000 calls could feasibly be made to this 'Emergency Call Centre', during the first 24 hours alone - post crisis occurrence)

If you *are* 'ABCX Airways' *staff* (or from a closely related organisation e.g. ABCX Group) and you are *not* directly involved with the crisis flight (i.e. neither a crew member nor passenger), you can be of great assistance now 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. Do this 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 (as appropriate and as quickly as possible), in turn, who might also need to be advised that *you* are not involved

Also ask everyone so contacted *not* to contact / call ABCX Airways or the ABCX Airways Emergency Call Centre - unless the nature of the call is urgent

If the above is done promptly, thousands of unnecessary calls to our 'Emergency Contact Centre' might be prevented, thus releasing precious capacity to better deal with those most in need

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

IMPORTANT NOTE

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

Insert here *your own* *airline's equivalent version* of the above (referred to) definition / concept etc.

Contents

Document Review and Approval

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

(x xxxxxxx)   xx xxxxxxx 20xx

This document has been *approved* for adequacy by the 'ABCX Airways' Accountable Manager, whose confirming signature appears 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 etc. here:
………)

xx * *hard copies* versions of this document are also available at *********
(Insert location(s) where hard copies are stored [and how to access them if so required] below):
………)

* At least **2 extra** *hard* copies shall be additionally located / stored at an *appropriate* '*off-site*' location - for business continuity purposes. All hard copies must be *controlled* documents

Revision Procedure

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

Changed (i.e. new, revised, deleted etc.) **information will typically 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 paragraph)

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

Each new revision will be notified to *all* ABCX Airways employees via a company-wide broadcast email message or similar. Additionally, all *pre-nominated* employees (as stipulated in the appropriate section of CRPM Part 1) must / shall check the appropriate section of the company intranet / nominated share-point site (or equivalent / similar) at least *weekly* for such revision updates (i.e. in order 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 and including associated documentation) which 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 same to manage the 'confirmations' referred to in the para immediately above

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

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

Distribution

See above

*Generic **Acronyms** / **Abbreviations** as used herein*

AEP   ***Airport*** Emergency Plan

AKA   'also known as'

AOC   Airline Operators' Committee

AOC   Air Operator's Certificate

C4   (Crisis Response related) Command, Control, Co-ordination and Communication Ops

CCC   Crisis Communications (Media Response) Centre (generally located at Airline HQ)

CC   Crisis Controllers (assists CD to manage and operate the accident airline's CMC facility)

CD   Crisis Director (person charged with overall, airline crisis C4 - at the highest [airline] level)

CIQ   Customs, Immigration and Quarantine ('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 ***Station*** representative with / having local C4 responsibility / accountability)

COS   CMC's 'Chief of Staff' (a selected CC with additional, pre-specified accountabilities)

CPM   (ABCX Airways) - Crisis / Emergency (Response) Planning Manager

CRPM   (ABCX Airways) - Crisis Response Planning Manual

CRC (A)   (Uninjured) Crew Reception Centre - Generally located '*airside*' at the accident airport

CRC (L)   (Uninjured) Crew Reception Centre - Generally a '*landside*' facility (e.g. a hotel) at or near the accident airport

CST   Crash Site Team (Local ***Station*** Traffic / Ramp / Terminal Staff (1 person) + Aircraft Engineering Staff (1 person) - typically deployed ASAP to a local accident location)

CSU   Crisis Support Unit

DM   Duty Manager

ECC   Emergency (Telephone) Call / Contact /Information Centre

EOC   Local ***Airport*** Authority's / ***Airport*** Management Company's Emergency Operations Centre (***Accident Airport's*** crisis response C4 facility [contrast with 'CMC' and 'LACC'])

* **ERP**   (Aircraft Operator's [***Airline's***]) Emergency Response Plan (latter is a component part of the overall, airline CRPM)

* ERP - this ***part*** of the overall CRPM (former otherwise known as 'CRPM ***Part 1***') deals with 'catastrophic aircraft accident' type scenarios **only** - i.e. it does not cover aircraft related ***incidents***; operational ***disruption / business continuity***; ***public health*** crises etc.

FAC   Family, Relatives & Friends Assistance Centre (see alternative and *preferred* term 'HAC')

FCC   Field Control Centre

FEC   Family, Relatives & Friends Enquiry Card

FR   Family, Relatives & Friends (as associated is some 'valid' way with aircraft accident victims)

FRRC   FR Reception Centre (typically located '*landside*' - **on** or very close to accident airport)

GHA   *Ground Handling Agent* / *airline representative at airline Station locations* (in general)

HAC   Humanitarian (Family) Assistance Centre - typically located *'landside*' in a hotel at / near to the accident airport. The HAC is located separately from CRC [L] and from SRC [L])

HAT   (Accident airline's) Humanitarian *(Family)* Assistance Team

HQ   Headquarters

JFSOC   Joint Family Support Operations Centre (Usually co-located with HAC [FAC]. Term and concept is typically used in USA and a small number of other countries)

LACC   Local Accident Control Centre (i.e. an airline *Station's* crisis response C4 facility) (contrast with 'EOC')

LGT   Leader GO-Team (appointed CD or specially appointed / qualified CC - to act as person in overall charge of airline GO Team)

LM   CMC Log Manager

MGFR   Meeters and Greeters of accident victims (including any FR)

NOK   Next of Kin / Closest Relative

OCC   Airline 24H Operations Control Centre - typically (but not always) located at airline HQ

ODM   OCC - Duty Manager

PR   Public Relations / Media Management etc.

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 *airside* at accident airport (located separately from CRC [A])

SRC (L) Uninjured Passenger (Survivor) Reception Centre - Typically a *landside* facility (e.g. a hotel) at or near to accident airport (located separately from CRC [L])

Section 1

Crisis Response Planning Manual - CRPM

The CRPM is the 'master' document which regulates and guides all forms of crisis / emergency / contingency 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 + containing the associated procedures, checklists, information etc.

The 6 'Parts' of the CRPM are:

CRPM Part **1**   **Catastrophic Aircraft Accident**

CRPM Part **2**   (Aircraft Related) Serious Incident / Significant Incident

CRPM Part **3**   Aviation Business Continuity (Serious Operational Disruption)

CRPM Part **4**   Public Health Crisis

CRPM Part **5**   Natural Disaster (e.g. Hurricane)

CRPM Part **6**   Training Manual (Notional Document Only)
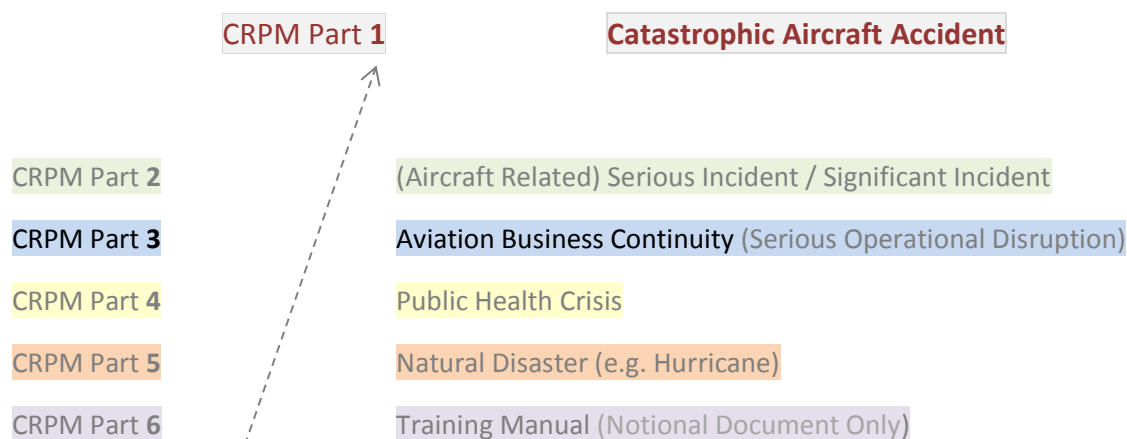
CRPM *Part 1* is otherwise known *exclusively* herein as the '*emergency response plan*' (**ERP**)

CRPM Parts *2* to *6* are * *NOT* subjects included / covered in the document you are reading right 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 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 herein which adequately meets the associated training requirements (even generically) of all prospective users worldwide

* *Except where cross-referred to for contextual purposes only*

The CRPM '**Parts**' are further split down into **Volumes** herein, as required by the document owner, so as to make the use of any particular 'Part' more effective / efficient - whilst significantly reducing the amount of info to be studied / retained by prospective users (i.e. as they **only** need study material 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

Requirements for all designated / actual users of the CRPM

All nominated ABCX Airways and other appropriate personnel needing to use the CRPM to prepare for and guide crisis response plan preparations, response etc. * *shall* / *should* (as appropriate):

- Acquire / retain an appropriate level of CRPM knowledge, commensurate with effectively & efficiently carrying out designated crisis **pre-preparation** and **actual** crisis response functions

- Use the procedures, checklists, information, guidelines, templates & other appropriate content of the CRPM to guide **pre-preparation of separate** (but still subordinate to the CRPM) crisis response plans i.e. **specific departmental / business unit / station etc. plans** dealing with different aspects of emergency / crisis response - such preparation to include appropriate training and testing. (See 'Crisis Support Unit' definition in Glossary [page 66]; See also **separate** document in this series 'CRPM Part 1 / Volume 6 - Station ERP'

- Use the procedures, checklists, information and other appropriate content of the CRPM to **guide actual emergency / crisis response operations 'on the day'**

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

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Purpose and Scope of <u>this</u> Specific Document

The **purpose** of this document is to provide **just enough** simplified information to permit the 'interested' reader / user to gain an 'executive overview' (general 'big picture' / 'bird's eye view' etc.) type summary. The latter relates to the **entire** ABCX Airways Emergency / Crisis Response Plan, as it applies to the catastrophic aircraft accident type situation i.e. with reference to Crisis Response Planning Manual **Part 1** (**ERP**) <u>**ONLY**</u>

Put simply, the 66 pages (of **this** specific document) represent, in a much condensed form, many times that number of pages - which, taken together, form the complete CRPM **Part 1** guideline and guideline / template document (**10 Volume**) series

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

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

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

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

Mission Statement - Catastrophic Aircraft Accident Response

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

- To pre-defined elements of any associated Group (parent and subordinate organisations of ABCX Airways) - where so authorised, documented etc. .... AND / OR

- To any third (external) parties providing / supplying crisis response services to the airline (insofar as is possible, practicable and permissible so to do e.g. via an associated contract) .... AND /OR

- To any situation where an appropriate 'partner' (e.g. code share / alliance / mutual aid) airline requests related ABCX Airways assistance

The Crisis / Emergency Response Planning Department / Business Unit shall plan (and gain appropriate approval, budget etc.), procure, establish, maintain, review and enhance appropriate personnel, equipment, facilities, infrastructure, ICT / Telecommunications, budgetary and similar resources (list is not exhaustive) - required to effectively, efficiently and expediently conduct any such crisis response preparation and implementation

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

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

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

Section 4 - ABCX Airways *Strategic Objectives*

As related to a Catastrophic Aircraft Accident Type Response or equivalent

Establish, train, exercise, maintain, monitor and review an effective, efficient, expeditious and adequately resourced *Command, Control, Co-ordination and Communication* plan / system (C4)

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

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

Manage *Crisis Communications* (internal and external) issues in such a way that all appropriate aspects of 'brand, image and reputation' are at least maintained and, where possible, enhanced

Where necessary, the function may be outsourced - however, *strategic* management of same shall be retained by the airline. In particular, crisis communications with *surviving aircraft accident victims* and the *family, relatives and friends of <u>all</u> such victims* (alive or deceased for latter) *shall be prioritised and always made subject to 'special' handling*

Circumstances requiring, start deployment of the main airline *GO Team / GO Kit* - within * 3 to 4 hours target time (or sooner if possible) of initial accident notification to the airline. (* Charter / Tour Operator and some other types of passenger aircraft operators etc. will typically require more time)

Ensure that pre-defined personnel elements of airline main *HQ based Departments / Business Units* (**C**risis **S**upport **U**nits) *are adequately trained, exercised and resourced*

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

Section 5A

Emergency / Crisis Response POLICY - as related to the **Catastrophic Aircraft Accident** Type Scenario

<u>Introduction</u>

The airline's (ABCX Airways) Emergency / Crisis Response Policy is formulated to deal effectively, efficiently and comprehensively (starting with) all of the various challenges presented to it by a **catastrophic aircraft accident** (ABCX Airways - * Colour Code Alert State **RED**) type scenario.

Proficiency of response at this level should ensure adequate 'reactive response' proficiency to all lesser degrees of aircraft related (or similar impact) emergencies / crises / contingencies

* Note - For more information on 'colour code alert states '- see 'Glossary' (page 66)

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

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

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

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

Reactive response typically refers to the largely 'unknown/ unpredictable / unavoidable' factors related to what is written in the para above. However, provided that the proactive preparation has been adequate, it is reasonable to assume that any associated, reactive response will be likewise

Realistic and reasonably frequent emergency / crisis response **training** and **exercising** by **all** designated responders (regardless of grade / rank / title / position), in **all** relevant / appropriate aspects of the emergency / crisis response plan, should ensure a continual programme of response improvement. The latter should, in time, reduce the unpredictability of any 'reactive' response - until such point as it (hopefully) reaches the ultimate target of being 'as good as it is going to get' (whilst never being 'perfect')

Crisis Response Policy - <u>Ultimate</u> <u>Outcome</u> <u>Objectives</u>

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

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

The downside to the above is that those conducting concurrent normal and disrupted operations - will certainly be undermanned and overworked – but, as airlines (aircraft operators) do not typically carry excess manpower for emergency response considerations, there will be little (if any) choice in the matter - even to the extent that ***normal ops might need to cease*** for an appropriate period

Crisis Response Policy - <u>Authority</u> and <u>Directive</u> for <u>Implementation</u>

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

<p align="center">* Or equivalent grades / ranks / titles - as appropriate</p>

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

Key performance indicators (KPIs) ***as related to emergency / crisis response matters*** covered herein, shall be set and managed by Line Managers (under the guidance of the CPM) for all of their nominated / designated staff

The latter should form part of the airline's 'performance and appraisal' process - together with inclusion under the airline's 'reward and recognition' process (if any)

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

Aircraft Incident

Serious Aircraft Incidents   -   ABCX Airways Colour Code Alert State Orange

Significant Aircraft Incidents   -   ABCX Airways Colour Code Alert State Yellow

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

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

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

<u>*Serious*</u> **Disruption to Flight Operations and Similar** (*Business Continuity/Recovery*)

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

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

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

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

Public Health Crisis

Public health type crises, with the potential to adversely and seriously impact on aircraft operations, typically range from 'pandemic' type situations to mass food poisoning - e.g. the SARS outbreak of 2003, the Swine-flu pandemic of 2009 - 2010, the Ebola epidemic of 2013 - 2016 and the COVID-19 pandemic of 2020 - 2023. Policy, procedures and guidelines to be followed for a public health type crisis are covered in (*separate* document) CRPM *Part* 4

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

VERY IMPORTANT NOTE

Due the devastating impacts of the COVID-19 pandemic (2020-2023) on passenger airline ops, some airlines etc. might think they need to produce contingency response plans which enable them to respond to a catastrophic aircraft accident type situation **concurrent with** *simultaneously* responding to a major (in the future) pandemic similar, in relevant impacts, to COVID-19

'Best guess' odds (as at early 2024) for the catastrophic aircraft accident situation occurring are **very** approximately 1 in 30,000,000 (1:30 million). 'Best guess' odds (also as at 2024) for another pandemic on the 'adversity' scale of COVID-19 are very approximately 1 in 60 years (and e.g. 1 in 400 years for the equivalent impacts of the 1918-1921 influenza [Spanish Flu] pandemic)

Whilst we leave it to the 'interested reader' to work out the **combined** occurrence odds (catastrophic aircraft accident + a **simultaneous** pandemic on the COVID-19 impact scale) - they will be so incredibly small that we consider it to be **an absolute waste of time and effort to pre-plan for such a situation**

Accordingly, the latter (no such **combined** planning envisaged) **is the concept that we have applied throughout our entire series of CRPM documents and associated procedures**

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

Natural Disaster

CRPM Part 5E relates to natural disasters typically occurring most frequently (with greater adverse impact) re particular types of passenger airline operations. The most common natural disaster accounted for is thus 'Hurricane' (Typhoon; Tropical Cyclone etc.) The most impacted airlines are typically (but not exclusively) those carrying 'package' holidaymakers (typically for an associated Tour Operator[s]) to / from / within hurricane prone destinations. Policy, procedures and guidelines to be followed for a natural disaster type crisis are covered in (*separate* document) CRPM *Part* 5

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

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

Training

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

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

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

Note 2 - such a 'training' document / manual (i.e. CRPM Part 6) can (typically) ***only*** be produced once an airline has completed all of the appropriate 'other' parts of its CRPM. Consequently, CRPM Part 6 (***as referred to herein only***) is a ***notional document only*** i.e. ***it does not exist***

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

Emergency / Crisis with Security Related Implications

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

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

Note 1 - This information is included here (i.e. in the document which you are now reading) for cross reference and contextual purposes only

Note 2 - The ABCX Airways ***Aviation Security Manual*** is ***not*** part of that airline's Crisis Response Planning Manual series of documents i.e. it is an entirely separate / independent document produced and maintained by the airline's ***Aviation Security Manager*** - or equivalent person

Section 6

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

The reader is reminded that this particular document (the one being read now) is simply an overview (executive summary / bird's eye view). Associated detail is typically *not* provided in depth (but can, of course, be found in the appropriate (separate) volume [volumes 2 to 10] of CRPM Part 1)

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

The *remainder* of *this* CRPM Part 1 (ERP) - *Volume 1* document comprises a series of appendices as listed below, which provide a mainly pictorial / generalised / simplified *overview* of the *main* aspects of the ABCX Airways' '**catastrophic aircraft accident - emergency / crisis response planning system**' *(i.e. as relating to CRPM Part 1 (ERP) - Volumes 2-10 ONLY)*

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

Note: Regular Exercising / Testing etc. of all of the above is obviously vital. Associated details can be found in our (separate document) CRPM Part 1 / *Volume 10*

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REMINDER

EMERGENCY / CRISIS RESPONSE PLANNING

GLOSSARY

If so required - users / readers can read through / refer to (as required) the appropriate parts of the 'glossary' section (found via the instructions shown on page 66) - for more in-depth explanations of the concepts, terminology etc. used herein

Appendix **A**

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

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

Crisis Director (CD)

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

CDs shall be appropriately trained and exercised (and remain current in same) accordingly. (The airline's 'top manager' is similarly trained, exercised etc. - but typically does not assume the CD role)

Nominated ABCX Airways Directors / Senior Vice Presidents (or equivalent grades) form the CD pool

An *on-call* CD shall be available at appropriate times (e.g. 24H *if* airline operates 24H)

During actual emergency / crisis response ops, CDs are assigned, based on a 12 hour shift pattern (i.e. 1 x CD per shift and assuming 24H ops herein) or equivalent - operating from the airline's 'Crisis Management Centre' (CMC)

Crisis Controller (CC)

During actual emergency / crisis response ops, the on-duty CD is supported by a dedicated *team* of Crisis Controllers - trained, exercised and current (*exactly* the same as for CDs) in their crisis response functions / duties etc.

Nominated ABCX Airways Heads of Departments / General Managers / Vice Presidents /appropriately experienced Line Managers (or equivalents) form the CC pool

An *on-call* CC shall be available at appropriate times (e.g. 24H *if* airline operates 24H)

(During actual emergency / crisis response ops again) it is expected (per 12 hour CMC duty shift) that one CC will act as the deputy to the Crisis Director with a second CC (known herein as the '*Chief of Staff*') being responsible for the *detailed, hands on oversight* of the CMC facility and how it might best function, accounting for actual circumstances 'on the day'

Additional CCs (as available) are typically allocated to the CMC depending on the actual CMC C4 'model' adopted by the airline (see *separate* doc CRPM Part 1 (ERP) / Volume 2 / Section 1A - for more info on the latter - including which CMC model *is used by ABCX Airways*).(See also this document - pages 39 to 42)

During actual emergency / crisis response ops, CCs might be assigned (manpower permitting) to other, related duties (e.g. at least one CC being part of the airline's '*GO Team*' - should it deploy)

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

Emergency / **Crisis** (Response) **Planning Manager** (CPM)

The ABCX Airways CPM (i.e. the person permanently accountable for the overall effectiveness and efficiency of the ABCX Airways emergency / crisis response plan etc.) is considered herein to be both the 'big picture' (strategic) and 'close-up picture' (operational / tactical) expert on all matters concerning said plan

Accordingly, his / her primary duty during *actual* emergency / crisis response ops (typically being based in and / or very near to the airline's CMC) is to exercise such expertise - largely in an *advisory / consultative* role - encompassing the entire airline and (if so required, permitted etc.) beyond

However, (and again, as required), the CPM may *propose* direction and implementation of whatever overall and overriding remedial measures he / she considers appropriate to any particular circumstances prevailing during *actual* emergency / crisis response ops - such measures being targeted at ensuring the overall integrity, effectiveness, efficiency etc. of said response

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

Similarly, *other* (subordinate) *Crisis Planning department* / *business unit staff* (if any) shall have the same 'implied influence', within their relevant and specific areas of crisis response specialisation / expertise e.g. for any airline *GO Team* deployment ops; for '*humanitarian assistance*' type ops; for *emergency call* / *contact centre* ops etc.

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

Such ABCX Airways teams typically comprise (during actual emergency / crisis response operations; associated exercises / drills etc.):

  - CMC *Log Manager* Team (an appropriate, 'on-duty' rep based in CMC)
  - *Crisis Support Units* ('on duty' reps based in CMC *and / or* at normal work locations *and / or* comprise *part* of a deployed GO Team)
  - *Humanitarian Assistance* Team - Support and Liaison (on duty rep / liaison based in CMC)
  - *Emergency Call Centre* Team - Support and Liaison (on duty rep / liaison based in CMC)

- ▪ *GO Team* - Support and Liaison Team (on duty rep / liaison based in CMC)
- ▪ *Regulatory and Stakeholder* Support and Liaison Team (on duty rep / liaison based in CMC and / or mobile)
- ▪ *HOTAC, Travel and Transport Team* - Support and Liaison (on duty rep / liaison based in CMC and / or at normal workplace location)
- ▪ *CMC Administrator Team* - (on duty rep / liaison based in CMC)

Note - The CMC model **used by ABCX Airways** herein (see *this* document - pages 39 to 42) means that many of the support and liaison team duties documented just above *are actually assigned to CMC Crisis Controllers*. This will / may *not* be the case if some *different* type of CMC model is used

Crisis Communications Centre Team (CCC Team)

Responsible for airline aspects of internal / external crisis communications and (at time of crisis) operates 24H (12 hour shifts) from the 'Crisis *Communications* Centre' - under the direction of a CCC *Manager*. The latter person reports in turn to a 'Crisis Communications *Controller*' - who 'shares' his / her operating location and responsibilities between the CMC (whenever required to be there) and the CCC. Note - It is *undesirable* (for valid reasons not expanded upon here) for the CCC facility to be *co-located with the CMC* facility. However, it *is* desirable for it to be relatively *close* to the CMC

Leader GO Team (LGT)

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

GO Team - Humanitarian Manager (if / as available)

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

A deployed Humanitarian Manager reports to the LGT. Where no suitable person is available to assume said role - it shall be taken by the LGT. Ideally (manpower permitting), a minimum of 2 such managers shall deploy with a GO Team - to provide for 24H ops

GO Team - (Airline's) Air Accident Investigation Manager (AAIM)

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

GO Team - **Operations Support and Administration Manager** - (OSAM [if available])

An 'appropriate' ABCX Airways person - deploying as part of an airline's GO Team, so as to provide crisis response related *expert support and advice*, to said team, as / if required. Said person (if available) will typically be part of the ABCX Airways 'Emergency / Crisis Response' planning business unit / department etc. (other than the Crisis Planning Manager [latter typically remaining at airline HQ to support the CD / CMC])

If no such person exists / is available, then a qualified and specifically selected *Crisis Controller* (who will have received 'enhanced' crisis response training specifically for the purpose) *may* be appointed by the on-duty CD - to take on the role (manpower permitting)

The Ops Support & Admin Manager (when deployed) reports to the LGT

GO Team - **Crisis Support Units** (CSU) or Similar / Equivalent Concept

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

- Humanitarian Assistance Team (HAT) reports to deployed Humanitarian Manager - via HAT leaders
- Crisis Communications Team reports to deployed PR Manager who, in turn, reports to LGT
- Crisis Support Units report to the deployed Ops Support & Admin Manager - via the various, senior CSU reps deployed
- GO Aircraft operating crew report to the Ops Support & Admin Manager / LGT (via the Aircraft Commander) - for all matters *not directly related to flight operations*

Controller - **Local Accident Control Centre** (C-LACC)

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

- At / relatively near to a 'relevant' aircraft accident associated airline *Station* / destination *Airport*

- At any *other* station / airport world-wide where the appropriate / associated ABCX airline rep has some type of emergency / crisis response role to fulfil, on behalf of said airline

Upon local arrival of an ABCX Airways GO Team, the C-LACC (or equivalent person [if any]) shall continue his / her crisis response duties - but now under the direction of the LGT and / or any specialist airports / ground ops Crisis Support Unit (CSU) personnel, deployed with said GO Team

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

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

ABCX Airways Station (destination airport) staff (and / or airline representative staff e.g. GHA / Supervisory Agent) representing ABCX Airways (where available / possible / practicable / safe so to do) at an associated accident location, considered to be 'off-airport' (but **_not_** 'remote') - and as related to that particular Station / destination airport

> Note - the term '**_remote_**' refers to any accident location which cannot be satisfactorily 'managed' from the nearest station / airport at which an ABCX Airways rep is located

> As such, the ABCX Airways GO Team will typically represent the airline at such remote accident locations (**_if accessible_**), and as appropriate to actual circumstances prevailing 'on the day'

The PIC-FCC reports initially to the C-LACC at the nearest ABCX Airways Station / destination / airport **_OR_** to the airline rep at the '**_airline station airport nearest_**' (see 'glossary' appendix N for definition of latter [for how to find said glossary - see page 66]) **_OR_** (if applicable) direct to airline HQ's CMC

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

Appendix A.1.1

ERP - C4 Pictorial Diagram

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

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

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

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

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

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

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

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

Senior Management

Crisis Management Centre
(Crisis Director + CMC Team)

OCC - 24 Hour **Duty Manager** + Team

Humanitarian Assistance Team
(HAT Controller)

Crisis Communications Team
(Communications Controller)

Emergency Call Centre
(ECC Controller)

CSUs
(HsOD)

Local Accident Control Centre
(Stn. Manager / GHA / Airline Rep)

GO Team
(Leader GO Team)

* Local Tour Operator Support
(Overseas Reps)

Forward GO Team
(Investigation Manager)

Rear GO Team
(Leader GO Team)

Field Control Centre - '****** Off Airport Accident Only'
(Local Airport Rep and / or Forward GO Team)

* Local Tour Operator (Overseas Reps) Support (applies to 'Tour Operator' [charter/package] type airlines ***only***)

** But **NOT** applicable to accident locations classified as being '**remote**'

CSU = Crisis Support Unit
ECC = Emergency Call / Contact / Information Centre
GHA = Ground Handling Agent (Airline Representative)
HsOD = Heads of Department
OCC = Operations Control Centre

Appendix A.1.1

Appendix A.1.2

Catastrophic Aircraft Accident - *Crisis Management Centre*

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

The ABCX Airways CMC is located at:

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

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

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

See (*separate* document) OCC's own 'Crisis Support Unit Emergency Response Plan' i.e. Crisis Response Planning Manual Part 1 (ERP) - Volume **7** for detail pertaining to general C4 operations, procedures, checklists etc. - *as might be conducted on a temporary basis by OCC*, until such time as the CMC can 'take over'

Appendix A.1 .2.1

Crisis **M**anagement **C**entre - *Typical* (desirable) *Facility + Equipment etc.* (to be in place / available)

Facility

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

Fixtures & Fittings

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

Documentation and Stationery

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

'Ideal' List of ICT and Similar Equipment / Devices etc.

- ✓ ***Modern*** computers (laptops [wireless capable] ideal as can be easily moved to separately located CMC backup facility if required) - ***one per each CMC workstation***
- ✓ PCs / laptops to have ***modern*** (recent & highly compatible) and ***adequate*** operating system + ***all relevant applications*** (*operational* [functional] and *administrative*) ***pre-loaded*** and ***current***
- ✓ Dedicated crisis email addresses for all CMC workstation positions (i.e. no use of personal [company / business] emails in general CMC use - **BUT** latter should still be accessible from CMC)
- ✓ Selected company ICT security & similar restrictions lifted (removed) for CMC ICT system operation e.g. no limits on the size, content etc. of information sent or received by CMC
- ✓ Genuine ***very high speed*** internet access - independent of (in addition to) the airline's 'normal' internet access system
- ✓ **Landline** telephones (***one per CMC workstation*** + several CMC spares). If landlines reliant on a local ***digital*** exchange - then an adequate number of (external) ***analogue*** landlines (with associated telephones) are also required in the CMC
- ✓ Headsets for all landline telephones (e.g. for a quieter CMC environment)
- ✓ Dedicated CMC specific mobile / smart phones (adequate number e.g. 5 to 10 - [separate from those to be used by the GO Team])
- ✓ Satellite telephones (up to 2 or 3 - CMC specific - [separate from those to be used by GO Team])
- ✓ Walkie / talkie (short range) radios (2 or more sets) - in case of complete, local telephone failure
- ✓ Modern (large capacity) Conference Bridge equipment + equivalent video capability
- ✓ PC / laptop connectable overhead projector and related screen(s)
- ✓ Smart Televisions (at least 2) - capable of monitoring all major, international news channels
- ✓ Large Plasma screen(s) - at least 1 (easily & quickly connectable to appropriate source device[s])
- ✓ Modern PC / laptop connectable ***electronic*** whiteboard e.g. PANABOARD
- ✓ Adequate supply of 'large capacity' memory sticks / portable hard disk storage units etc.
- ✓ Comprehensive (aviation type 'crisis specific') Crisis Management Software (operating) System (desirable - gradually [2021] becoming essential?)
- ✓ Anything else considered necessary / advisable (if budget permits)?

   Note 1 - all required user names, passwords and similar to be quickly, easily (but securely) available
   Note 2 - all required connections / leads / cables / plugs / adaptors / chargers / spare batteries etc. (in adequate quantities) to be fitted and / or otherwise quickly & easily available
   Note 3 - all required operating instructions to be quickly & easily available (soft and hard copy)
   Note 4 - A reasonable stock of other required 'consumables' to be maintained at all times e.g. for printers (ink), for FAX etc. A rapid (24H) re-ordering system for same to also be in place
   Note 5 - it may be necessary for CMC to store and issue certain equipment, documentation and funds to e.g. the airline GO Team (if / when latter deploys)

TV and Recording Equipment

Projection Screen

10

Electronic Whiteboard

Flip Chart

1

9

W H I T E B O A R D S

2

8

3

7

4

6

W H I T E B O A R D S

5

+ CMC supporting equipment (including ICT / Telecommunications / Conference Bridge, Stationery, Work-surfaces, Whiteboards, Clipboards, Storage and so on ………………………….)
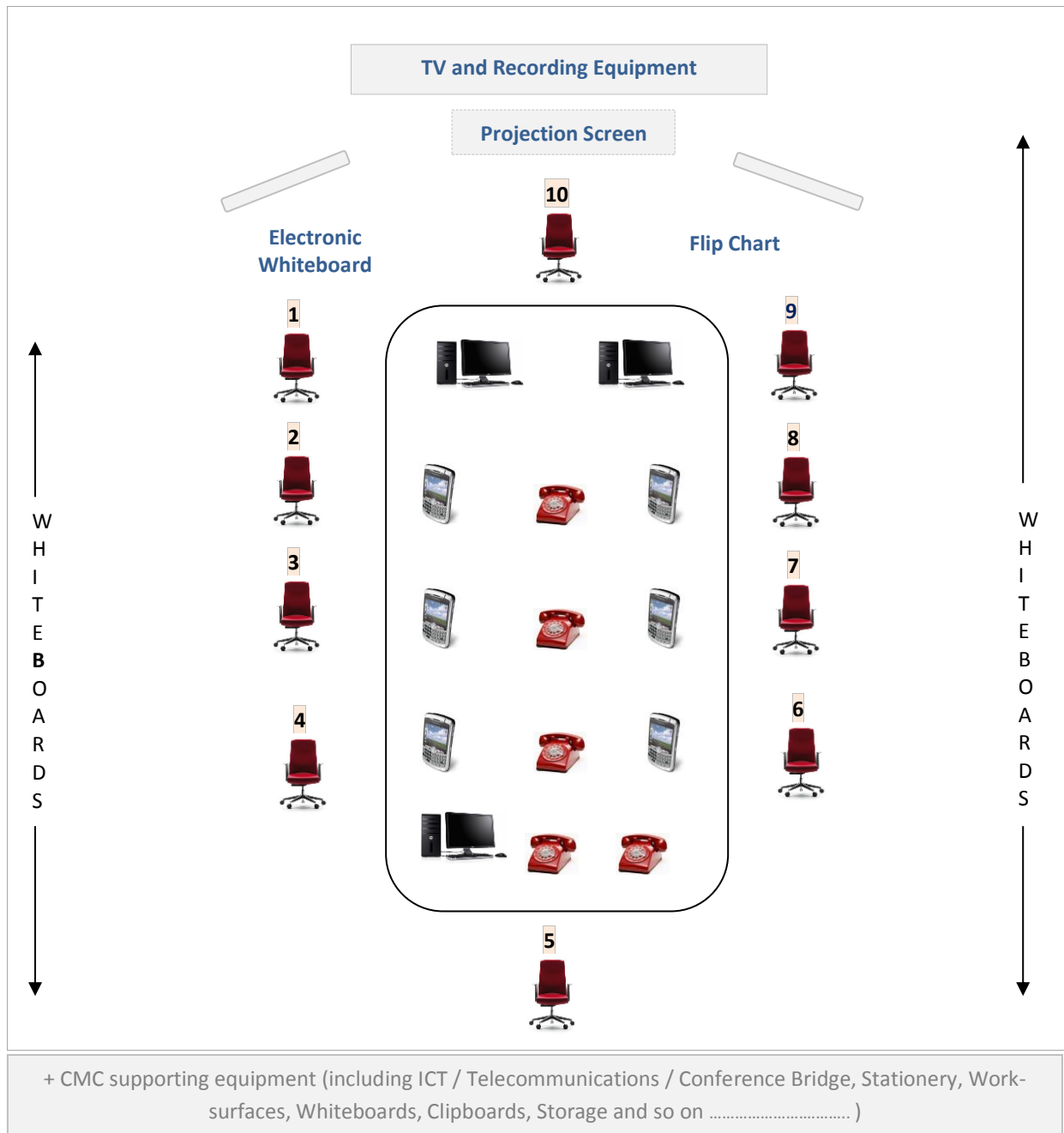
1 = * Spare	**10** = * Spare	**9** = CC 5
2 = Crisis Controller (CC) 3		**8** = CC 4
3 = CC 1 / CMC Chief of Staff (COS)		**7** = Crisis Communications
4 = Log Manager / Admin	**5** = Crisis Director (CD)	**6** = CC 2 / Deputy CD

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

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

Group Chairman / Equivalent

Airline **Managing Director** / Equivalent

Crisis Management Centre

Crisis Communications Centre ← → (Airline) **Crisis Director - CD** ← → Operations Control Centre - DM

CC1 / COS
1. Manage CMC facility & staff   2. CD's '*Chief of Staff*' .   3. Miscellaneous / ad hoc issues   4. As directed (AD)

CC2 / Dep. CD
1. Deputise for CD   2. Undertake tasks set by CD   3. Assist other CCs as required (particularly CC1 & CC4)   4. AD

CC3
1. Crisis Support Unit Liaison   2. 'Other' Stakeholder Liaison (including parent Group as applicable) not already covered   3. AD

CC4
1. Station / Airport Liaison   2. GO Team Support   3. Air Accident investigation Support.   4. Aircraft Removal / Salvage   5. AD

CC5
1. Contracted Third Party Liaison   2. HAT support   3. Other airlines etc. liaison   4. AD

LM
1. Maintain CMC Logs   2. Use CMC logs to regularly update CD on crisis 'big picture'   3. AD

ADMIN
1. General administration & service support.   2. Incoming communications filter.   3. CMC tasking follow-up   4. AD

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

Appendix A.1.3.1

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

Reports to: *(for Crisis Response purposes)* * Airline's top manager

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

Responsible for:

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

Main Purpose of Job:

Overall C4 functions during an ABCX Airways catastrophic aircraft accident type response + any other similar 'severity impact' type contingencies

The ultimate objective is successful outcomes re associated Humanitarian, Safety, Regulatory, Operational and Crisis Comms issues + all other associated & relevant matters to be considered, on a case by case basis

Responsibilities / Accountabilities:

- Attain & retain the required level of knowledge specified on page xx
- Reliably contactable 24H - especially by mobile / cell phone etc. when fulfilling **on-call** duties
- Be within a reasonable travelling distance (by time [not distance]) of airline HQ - when on-call
- Maintain an appropriate 'state of fitness' commensurate with crisis response duties, when fulfilling on-call duty - otherwise make suitable arrangements for a substitute to be provided
- Thoroughly review the CD's **RED Alert** checklists at no more than monthly intervals
- Thoroughly review this CRPM Part 1 / Vol 1 document at no more than three monthly intervals
- If alerted / activated, report to CMC as quickly and safely as legally permitted
- **All** alerted and available CDs (**except** *the* **on-call** *CD*) shall assume that they might be appointed (as required) as **"Leader GO Team"** - and are to prepare accordingly. They are also to be prepared to take over **on-going** (future i.e. after the first shift) CD shifts in the CMC
- On arrival at CMC during crisis - the on-call CD shall take on the prime task of overseeing the management (C4) of the **overall** ABCX Airways emergency / crisis response
- Attend all appropriate crisis response initial, recurrent and other required training required
- Attend all appropriate crisis response exercises

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

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

Reports to: On-duty Crisis Director

Responsible for:
(1) Deputising for Crisis Director
(2) Chief of Staff (COS) type duties
(3) Other CMC duties as pre-planned, assigned, ad-hoc etc.

- Attain & retain the required level of knowledge specified on page xx
- Be *reliably* contactable 24H - especially by mobile / cell phone, when fulfilling *on-call* duty
- Be within reasonable travelling distance (by time [not distance]) of airline HQ - when on-call
- Maintain an appropriate 'state of fitness' commensurate with crisis response duties, when on-call - otherwise make suitable arrangements to appoint a substitute
- Thoroughly review CD *and* CC **RED Alert** check lists at no more than monthly intervals
- Thoroughly review this CRPM Part 1 / Vol 1 document at no more than three monthly intervals
- If alerted / activated, *report to CMC* as quickly & safely as is legally permitted
- *All* alerted and available Crisis Controllers (*except* the *on-call* CC) are to assume that they might be liable to be appointed as "*Leader GO Team*" - and are to make suitable preparations for this purpose (Note - a CC will only be appointed LGT *if* no suitable Crisis Director is available). They are also to be prepared to deputise for the CD and conduct on-going CC shifts on arrival at the CMC

- *The first Crisis Controller to arrive* at the CMC following activation shall assume the designation '*Crisis Controller 1 / Chief of Staff*' - and will assume full responsibility (first CMC shift) for:

    o The effective and efficient operation of the CMC facility itself - including optimum manning and shift patterns
    o Assuming CMC 'chief of staff' type duties

- On arrival at CMC - *all other* activated CCs shall take on the prime task of supporting the CD in conducting SOP oversight / management (C4) of overall emergency / crisis response ops
- Attend all appropriate crisis response initial, recurrent and other training required
- Attend all appropriate crisis response exercises

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

Catastrophic Aircraft Accident - *Alerting & Activation System*

Requirement to be Contactable

ABCX Airways **KEY** crisis response personnel + alternates / deputies / proxies etc. (as identified specifically or otherwise implied anywhere in the CRPM / other appropriate ABCX Airways document) shall be contactable 24/7/365 - either de facto (i.e. actually on duty e.g. Duty Pilot Manager, Duty Engineer / 24H MAINTROL, Duty Ops Control Centre Manager) etc. *OR* via an on-call roster basis. Such key personnel shall be fully conversant with the airline's alerting and activation process / system - together with their own associated duties and the ability to perform them adequately and without 'undue delay'. The CRPM shall specify which persons are regarded as being key employees and how the term '*undue delay*' is to be reasonably 'interpreted'

Alerting & Activation

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

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

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

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

Crisis Contacts Directory

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

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

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

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

Appendix B.1

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

Air Traffic Control

NOTIFICATION of Crisis - via e.g. Visual / Crew / Airport / Emergency Services / Media / Public / Other

Station Manager / GHA / Airline Rep

Airline's 24H Operations Control Centre

Airline's Alerting & Activation System (automated and / or manual)

Key Contacts (24H On-call / On-duty)

Top Management

Emergency Services (if not yet aware)

→ Crisis Management Centre Team

→ Airports / Stations involved

→ *Crisis Support Units* (including Crisis Communications Team)

→ *Humanitarian Assistance Team*

→ *Contracted* (emergency response support) *third parties*

GO TEAM (as required)

→ Emergency Call / Contact / Information Centre Team

→ *Statutory & Regulatory Authorities*

→ Alliance / Codeshare / Lease & similar partners (as appropriate)

→ Any other parties - as appropriate (e.g. parent and / or subordinate company [ies])

Appendix B.2

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

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

Person **C** would pass on the alerting message to a different group of persons than those contacted by person **B** - say persons **11**, **12**, **13**, 14, 15 etc. and so on - until the full list of persons to be alerted has been actioned

At the 'letters' level shown (**B**, **C**, **D** etc.) - if a person to be contacted does not respond, then the person 'doing the contacting' (person A in this case) takes over the alerting job for that (non-responding) person, making a note of the person(s) unable to be contacted

At the 'numbers' level shown (1, 2, 3, 4, 5 etc.) - if a person to be contacted does not respond, then the person 'doing the contacting' simply moves on to the next contact in that particular alerting group, making a note of those unable to be contacted (Note - it has been assumed here that the 'numbers' level is the *final / bottom* level of the alert. This may not be the situation in reality, of course)

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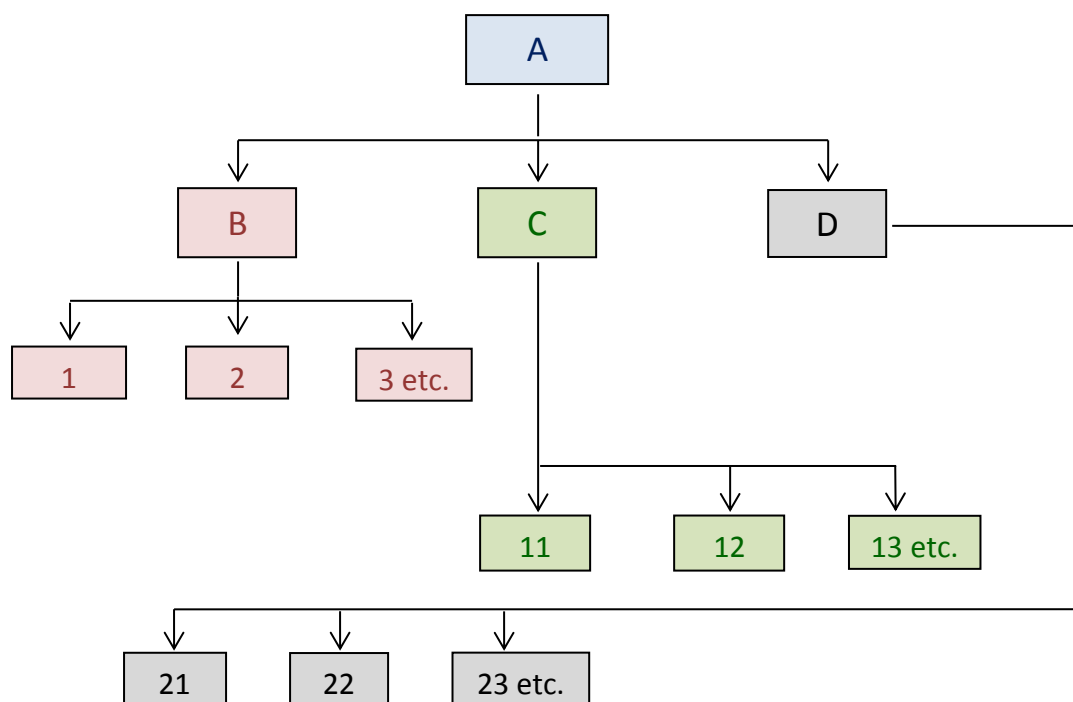
ABCX AIRWAYS - **COLOUR CODE ALERT STATES** - SUMMARY

RED	- Catastrophic **Aircraft Accident** - Highest Level **Security** Type Crisis - Severe **Disruption** to Airline Operations - Severe **Public Health** Crisis - Any Other Crisis with Similar Impact
ORANGE	- Serious **Aircraft** Incident - Serious **Security** Type Crisis - Serious **Disruption** to Airline Operations - Serious **Public Health** Crisis - Any Other Crisis with Similar Impact
YELLOW	- Significant **Aircraft** Incident - Significant **Security** Type Crisis - Significant **Disruption** to Airline Operations - Significant **Public Health** Crisis - Any Other Crisis with Similar Impact
GREEN	***Occurrences*** other than RED, ORANGE or YELLOW - which are typically handled as part of 'normal operations'

Note 1

A catastrophic aircraft **accident** *always* equates to a RED alert

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

Note 2

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

Deliberately Blank

Catastrophic Aircraft Accident / *or Equivalent Crisis*

Humanitarian (Family) Assistance Team - (HAT)

Note that, apart from a very small number of key 'on-call' crisis response personnel, the (fully trained and current) *volunteers* (typically airline staff [and possibly 'eligible' persons closely related to such staff]) comprising the ABCX Airways HAT are typically neither 'on-call' nor 'on-duty' - with respect to their *humanitarian assistance* related roles and responsibilities

The airline's emergency / crisis response plan compensates for this by requiring the recruitment and training of a sufficiently large number of such 'volunteer' personnel to meet the predicted HAT crisis response manning requirement - on a * 'worst case scenario' type assumption (i.e. based on a relatively low volunteer response [turn-out] rate upon actual alerting)

* Typically based on the densest passenger seating capacity of the largest aircraft in the airline's fleet (which could possibly be used) - together with an assumed 'rule of thumb *show* [availability for duty] ratio' [for the HAT] ranging from around **2:1** (two to one) up to **2.5:1** (two point five to one)

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

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

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

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

Where airline manpower resources are <u>*insufficient*</u> to meet HAT planning requirements (or are otherwise unavailable), a 3rd party [*external* / *commercial*] specialist might be contracted to make up for any shortfall - or even (if so required) provide the entire HAT on behalf of the 'customer' airline

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

See Appendix C.1 diagram on next page

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

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

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

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

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

Crisis Director or Leader GO Team

↓

HAT Manager (+ HAT Controller + HAT Co-ordinator)

Airline Contracted
Third Party HA
Support (if available)   ← - - - →   **HAT Leaders**

↓

HAT Members

Alerting &
Activation

↓

Deploy to: (i.e. as **part** of a GO Team on most [*but not all*] occasions)

— Uninjured Crew Reception Centres (Airport Airside and / or [typically off-airport] Landside)

— Uninjured Passenger Reception Centres (Airport Airside and / or [typically off-airport] Landside)

— Family, Relatives & Friends Reception Centre (Landside - usually at or very near to the airport)

— Re-uniting Centres (one on-airport and the other off-airport [latter possibly part of the HAC])

— Humanitarian Assistance Centre (Land/Groundside - usually off-airport but typically close by)

— Hospital(s)

— Mortuary / Mortuaries

— Homes / residences of Victims and associated Families, Relatives and Friends

— Peer Support - i.e. in support of each other, other airline colleagues and external responders

— Anywhere else as required (e.g. JFSOC or equivalent [if set up]; airport 'meet & greet' areas etc.)

Appendix D

Catastrophic Aircraft Accident / *Equivalent Crisis*

Emergency Call / *Contact / Information* **Centre**

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

See Appendix D.1 diagram on next page

See also 'important note' on page 7 of this document - re ECC operations

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

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

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

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

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

Airline (ABCX Airways) Call Centre(s)

Crisis Related **Inbound** Calls to **Airline**

Intercept & *Divert* Calls

NO ENTRY

Strategic management of 3ʳᵈ Party ECC (WYZ Emergency Services) by ABCX Airways

2 way Co-ordination + Liaison + Information Flow - between Airline Call Centre(s) and 3ʳᵈ Party ECC

Premises

3ʳᵈ Party Emergency Call Centre

Staffing

Hardware

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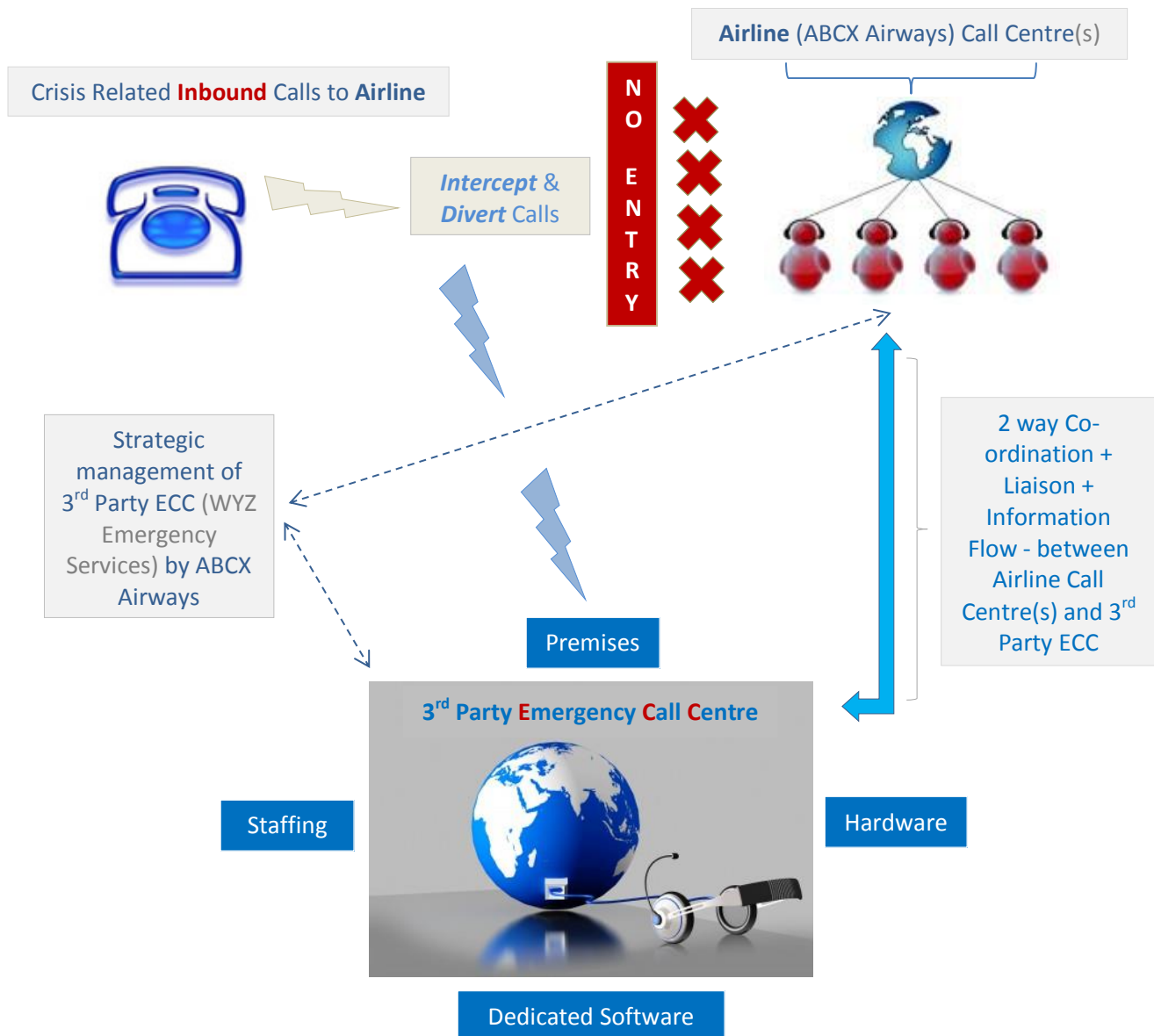
Some Considerations (below) re *3ʳᵈ party ECC ops* (In no particular order + list is not exhaustive)

Call Taking Capacity | Other Emergency Call Centres also in Operation
Telephone Accessibility (from all countries) | Activation Times
Language(s) / Translation Capability | Compatibility with Airline Requirements
Security & Data Protection | Double (Concurrent Responses) Crisis Capability
No-break Power Supply | Location / Custom / Culture / Religion
Separate Location Back-up Facility | Service Level Agreement
Robust, Documented Procedures | Sufficiently Staffed / Manned
Training & Exercising (ever on-going) | Operates Concurrently with own '**Normal**' Ops Rqts

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

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

OCC / ODM
Alert, Activate, Generate & Despatch

Leader GO Team (LGT)

Forward GO Team

Airline Air Accident Investigation Team + Support

Investigation Manager in Charge

Forward GO Kit

Rear GO Team

Rear GO Kit

GO Kit

* HAT + CSUs

HAT + CSUs

Deputy LGT in Charge

GO Aircraft Crew

Despatch - Departure Airport

GO Team Check in - Departure Airport

Load

Board

Board

GO AIRCRAFT

Target airborne time within 3 to 4 hours or *LESS* of *initial* alert to airline

Land at **GO Team Airport Nearest**

Set up **Deployed Ops Control Centre**

* + 3rd Party / External (Commercial) HAT + Local Support Services (if any) etc.

Conduct Deployed GO Team Ops

Appendix F *Catastrophic Aircraft Accident* / *Equivalent Crisis*

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

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

'Master' **ERP** *Guideline* etc. document prepared by airline HQ

→

Prepared ERP *Guideline* sent to **Stations / Destination Airports** etc.

↓

Airline HQ provides on-going telephone & email support etc.

↔

Stations / Destination Airports use *Guideline* to produce first draft of their own, local (Station) ERPs

Then............

Completed Station ERPs (first draft) returned to airline HQ

←

Airline HQ assesses completed (first draft) ERPs & provides verbal and written feedback

→

Feedback distributed to Stations / Destination Airports

↓

Note: Re boxed info opposite - in reality there will probably be several such draft feedback exchanges before the 'final' version is 100% acceptable to both parties

↔

Stations / Destination Airports use feedback to update first draft ERPs to *final* version

↓

Airline HQ conducts / oversees **on-going** ERP **audit** programme

→

ERPs - Train, test, maintain, review, internal & external audit etc.

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

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

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

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

Appendix H Catastrophic Aircraft Accident - Integrated Emergency Response Operations

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

Integrated Emergency Operations -
Considerations:

- Pre-preparation & Agreement
- Alerting & Activation
- C4 (Primacy [who will be in charge?])
- Emergency Call Centre Ops
- Humanitarian Assistance Ops
- Accident Station Response / similar
- GO Team Deployment
- Crisis Communications
- Mutual Assistance
- Air Accident Investigation
- Fatality & Personal Effects Ops
- Other

Action plan required for implementation by ABCX Airways - **with each & every 'partner'** or **customer** i.e. everything in *this* box further below should be considered from the 'joint' (integrated ops) viewpoint of emergency response planning:

Integrated Emergency Ops typically conducted with:

Code-share partners

Alliance Partners

Mutual (Reciprocal) Aid Partners

Charter Partners / Customers

Lease Partners / Customers

Tour Operators / Customers

Other

- ✓ Identify Issues
- ✓ Discuss / Agree
- ✓ Draft Contract
- ✓ More Discussion
- ✓ Documentation
- ✓ Implementation
- ✓ Final Contract
- ✓ Train
- ✓ Exercise
- ✓ Review & Action
- ✓ Maintain
- ✓ Update

Catastrophic Aircraft Accident _/ Equivalent Crisis_

Crisis Communications Centre & Team

See Appendix J.1 schematic diagram on next page

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

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

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

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

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

CRISIS DIRECTOR ← (Located Crisis *Management* Centre - CMC)

Crisis Communications Controller ← (Located Crisis *Management* Centre - CMC)

CMC located staff

CCC located staff

Admin + Log + IT Support → **Crisis Communications Centre Manager** ← (Located Crisis *Communications* Centre - CCC)

Spokesperson(s) + Support

Crisis Communications - GO Team

| Press Officer Team Leader | On-line Technical Support Rep | On-line + Social Media Rep | Statement Writer | Internal Comms Rep | Media Monitoring Rep | TV & Radio Bids Rep |

Press Officers

Fast Facts / FAQ Rep
International Rep
Translators

Third Party Specialist Support

'Other' Stakeholders Rep

PR Agencies
Crisis Communications & Reputational 'Expert' Consultants
Web Design & Content Support etc.
Media Monitoring (including Social Media)

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

Appendix K

Uninjured Holding Area

Medical Treatment Area

Deceased Holding Area

Medical Services

Airport Police / Security

Mobile **I**ncident **C**ommand **C**entre / **F**orward **C**ommand **P**ost

Accident Airline's **C**rash **S**ite **T**eam

Airport **F**ire & **R**escue **S**ervice

TRIAGE AREA

Upwind

Inner Cordon

Inner Cordon

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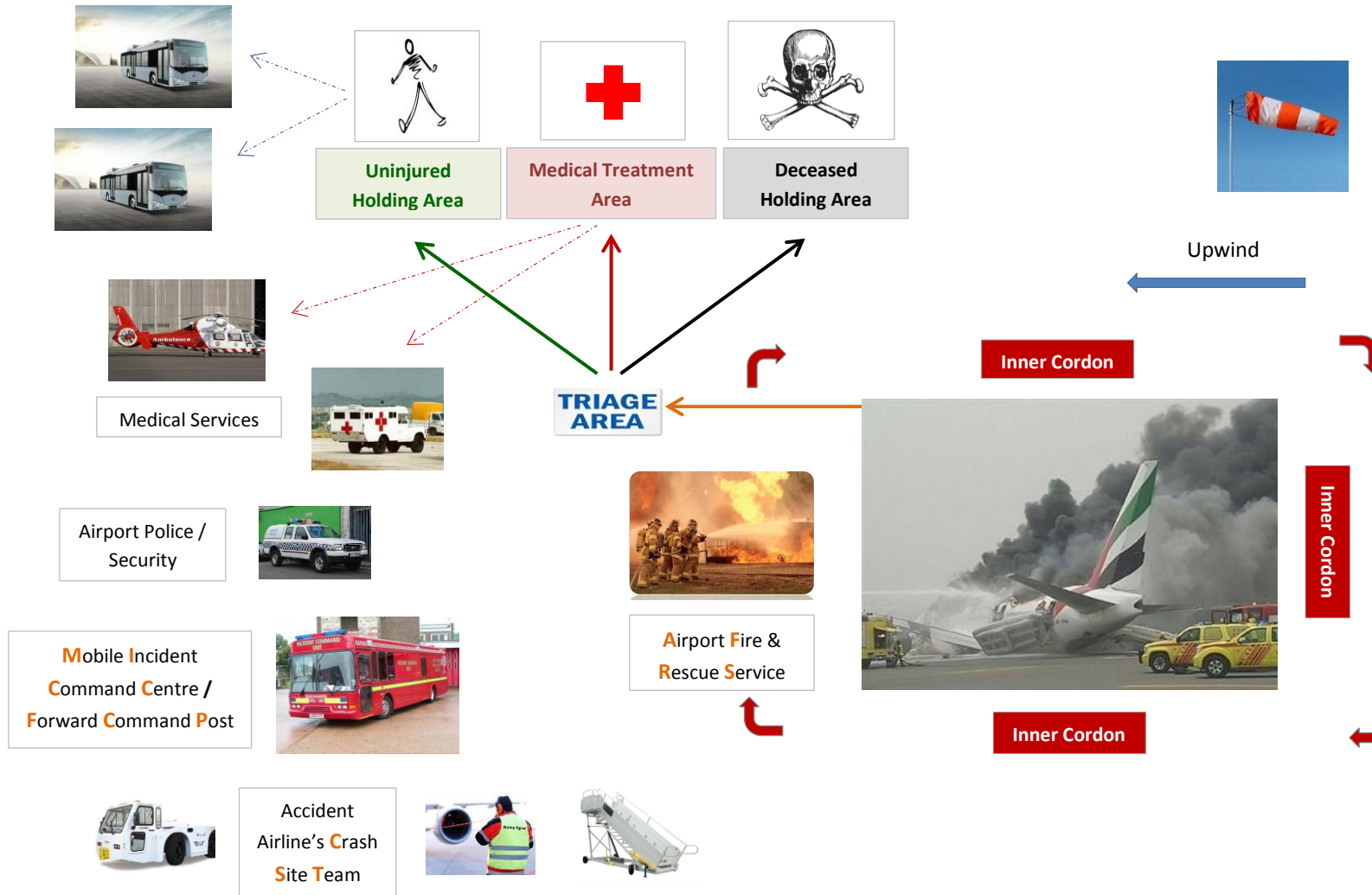
TYPICAL CRISIS RESPONSE ACTIVITIES AT / NEAR TO ACCIDENT SITE (*On airport* accident assumed)

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

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

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

Appendix L
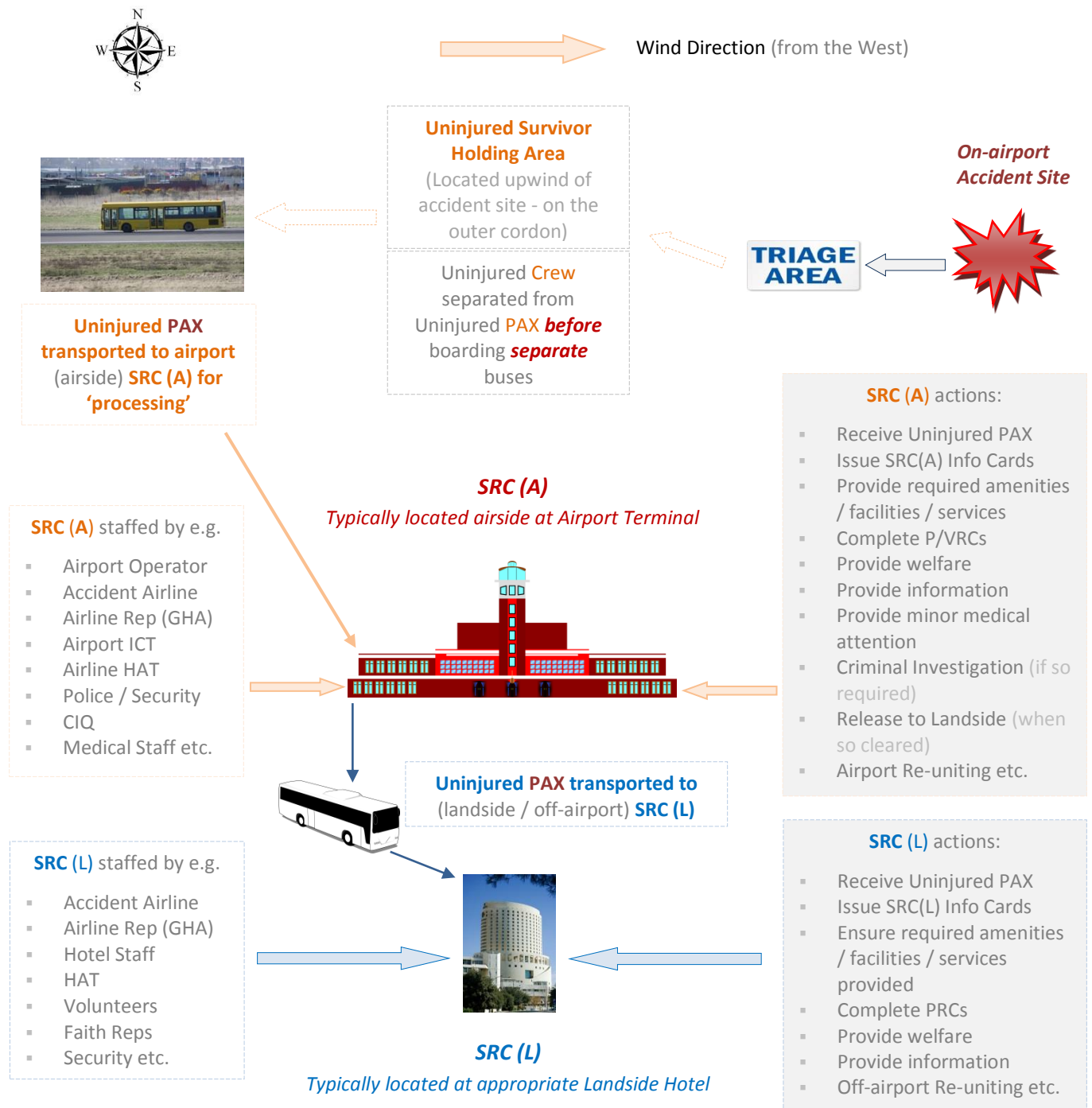
Catastrophic Aircraft Accident / *Equivalent Crisis*

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

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

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

Wind Direction (from the West)

Uninjured Survivor Holding Area
(Located upwind of accident site - on the outer cordon)

Uninjured Crew separated from Uninjured PAX *before* boarding *separate* buses

On-airport Accident Site

TRIAGE AREA

Uninjured PAX transported to airport (airside) **SRC (A) for 'processing'**

SRC (A) actions:

- Receive Uninjured PAX
- Issue SRC(A) Info Cards
- Provide required amenities / facilities / services
- Complete P/VRCs
- Provide welfare
- Provide information
- Provide minor medical attention
- Criminal Investigation (if so required)
- Release to Landside (when so cleared)
- Airport Re-uniting etc.

SRC (A)
Typically located airside at Airport Terminal

SRC (A) staffed by e.g.

- Airport Operator
- Accident Airline
- Airline Rep (GHA)
- Airport ICT
- Airline HAT
- Police / Security
- CIQ
- Medical Staff etc.

Uninjured PAX transported to (landside / off-airport) **SRC (L)**

SRC (L) actions:

- Receive Uninjured PAX
- Issue SRC(L) Info Cards
- Ensure required amenities / facilities / services provided
- Complete PRCs
- Provide welfare
- Provide information
- Off-airport Re-uniting etc.

SRC (L) staffed by e.g.

- Accident Airline
- Airline Rep (GHA)
- Hotel Staff
- HAT
- Volunteers
- Faith Reps
- Security etc.

SRC (L)
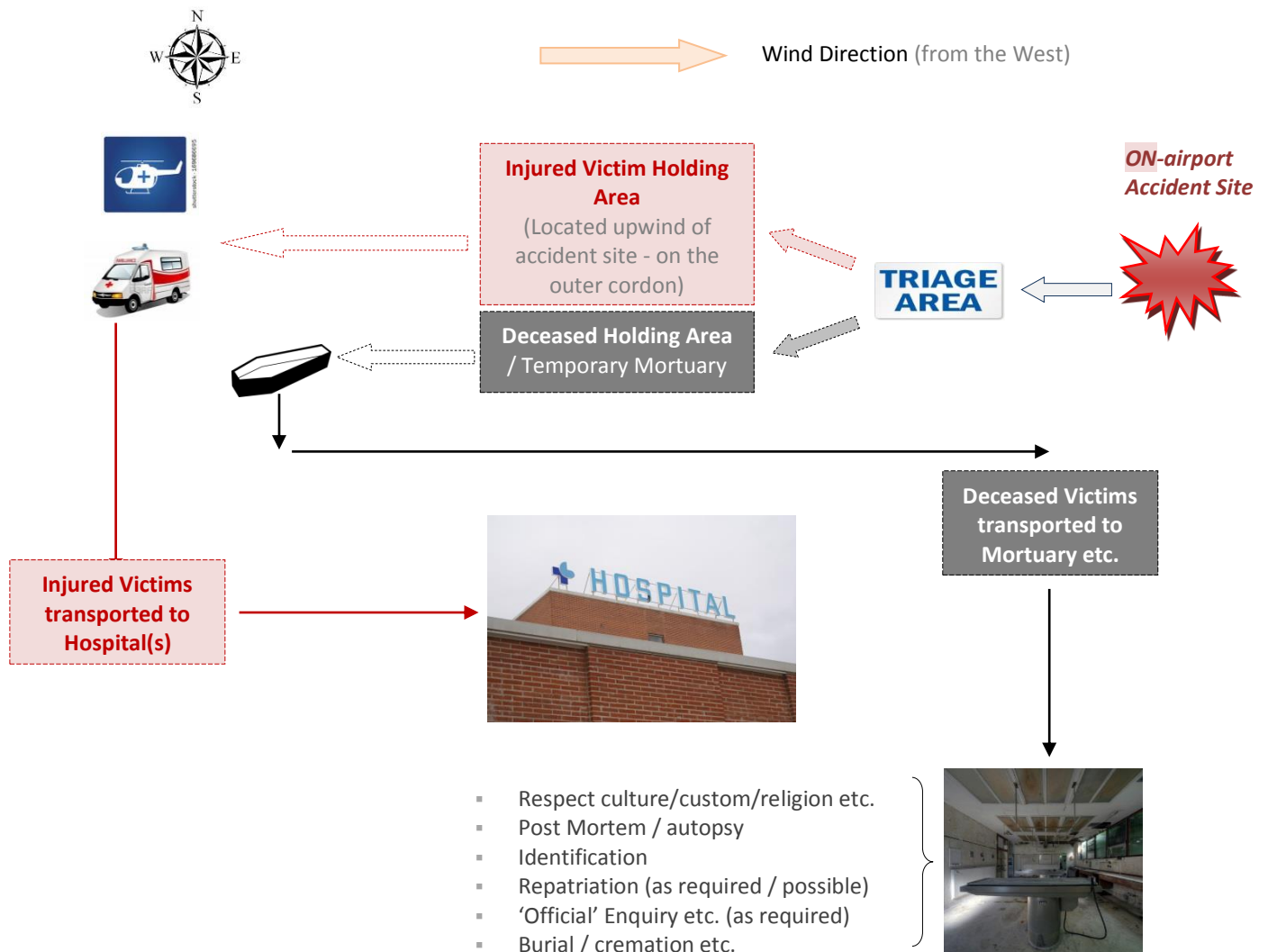*Typically located at appropriate Landside Hotel*

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

Note 2 - It is highly desirable that uninjured **CREW** typically (but not always e.g. if crew are only form of assistance to uninjured PAX) remain separated from PAX after leaving the 'uninjured survivor' holding area

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

Wind Direction (from the West)

Injured Victim Holding Area
(Located upwind of accident site - on the outer cordon)

Deceased Holding Area / Temporary Mortuary

TRIAGE AREA

***ON**-airport Accident Site*

Injured Victims transported to Hospital(s)

HOSPITAL

Deceased Victims transported to Mortuary etc.

- Respect culture/custom/religion etc.
- Post Mortem / autopsy
- Identification
- Repatriation (as required / possible)
- 'Official' Enquiry etc. (as required)
- Burial / cremation etc.

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

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

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

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

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

Humanitarian Assistance Centre(s)

Notes: 1. - A local **HAC** is typically set up by the accident airline ASAP after accident occurrence. Where possible, it is located in a suitable, relatively local (to the accident site) hotel(s). **2.** Airline provided / arranged HAC services should be available 24H to MGFR and other locally living FR. Such 'local' persons can opt to be accommodated in the HAC or stay at local residences. For those not choosing HAC accommodation, invitations are typically made for them to attend 'daily' HAC briefings - or otherwise to view such briefings via one or other forms of 'visual' electronic conferencing system **3.** For 'non-local' FR requiring HAC accommodation and services etc, see info on next page. **4.** In the HAC itself a wide array of humanitarian / welfare etc. assistance services should ideally be available. **5.** It is typically 'expected' of the accident airline that it meets all reasonable costs and expenses associated with HAC ops. **6.** In some countries / jurisdictions / circumstances etc. only some (or even none) of what has been written on this page can be expected to take place
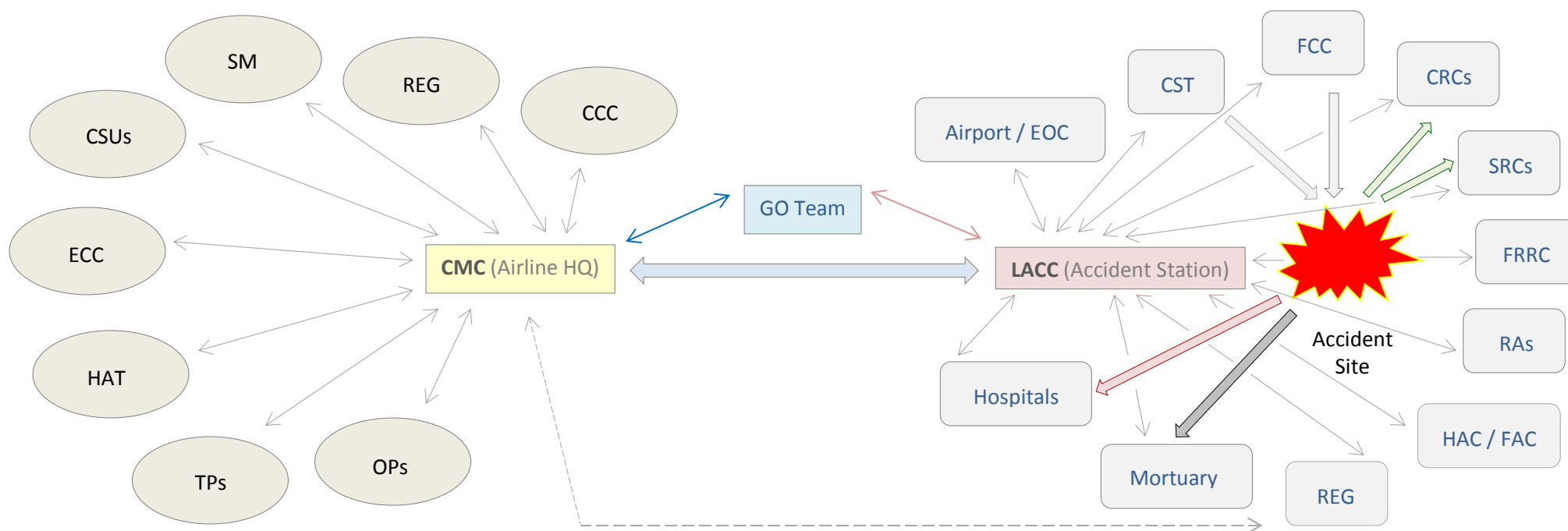
Appendix L.4 Typical Movement of **non-*MGFR*** type / **non-*local*** type **Family, Relatives and Friends**

Humanitarian Assistance Centres

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

Appendix M **Catastrophic Aircraft Accident** - TYPICAL *COMMUNICATIONS* & *INFORMATION* FLOWS

SM

REG

CCC

CSUs

ECC

HAT

TPs

OPs

GO Team

CMC (Airline HQ)

LACC (Accident Station)

Airport / EOC

CST

FCC

CRCs

SRCs

FRRC

RAs

Accident Site

Hospitals

Mortuary

REG

HAC / FAC

OPs = Other Parties; **REG** = Legal / Regulatory etc. **SM** = Senior Management; **TPs** = Third Parties providing accident airline with emergency response support services. For help with abbreviations / acronyms used above, refer to glossary / acronyms etc. - pages 15-16 and 67-68 refer

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Appendix N

Catastrophic Aircraft Accident / Equivalent Crisis

Glossary + **A**dditional **E**xplanatory **M**aterial (**AEM**)

Study of the glossary and AEM (as related to our series of emergency response plan documents for airlines etc.) is strongly recommended (e.g. so that the associated definitions, concepts and explanations etc. provided / used therein might be better understood) when using our series of guideline and guideline / template documents, to assist in the preparation (original or rewrite) of your own (real) airline emergency / crisis response plans, as related to the **catastrophic aircraft accident** type scenario

Even if you are already an experienced airline 'emergency planner', you will hopefully find said glossary useful - if e.g. you intend to implement or otherwise use our series of guideline and / or guideline / template documents effectively, efficiently and to best advantage

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To find / use said glossary + AEM it will be necessary to refer to another (*different*) document of ours (i.e. as also produced by us) **as follows**:

1. **Go to / open**:

https://aviationemergencyresponseplan.com/information/

2. **Scroll down the list of information articles found when the above opens, until you find the one entitled**:

'**Glossary of Terms** - **Aircraft Operator** - **Emergency Response Plan**'

3. **Click on latter to open / access / read etc. said glossary**