



Guideline

ABCX AIRWAYS - Crisis Response Planning Manual (CRPM)

Part 1

EMERGENCY RESPONSE PLAN (ERP)

Volume 10

Emergency Response Exercises - for Aircraft Operators



Note - This series of guideline documents has been designed to provide a strong and well researched information framework upon which aircraft operators can build reliable and high quality emergency / crisis response plans, which will deliver should the unthinkable happen - **provided, as always**, that the operator has done its part in the entire building process of the plan and everything else which follows on, particularly training in and exercising of the plan

Aircraft operators wishing to use the guidelines to assist in the production (original or rewrite / upgrade) of their own (equivalent) emergency plans, have the complete flexibility of using as much or little of the provided information - as is desired

A significant advantage of using this series of guideline documents to prepare emergency plans is 'standardisation' - thus alleviating the potential difficulties of having as many different emergency response plans as there are aircraft operators and airports - which e.g. can make mutual emergency support operations between airlines (and airlines & airports) more problematic than they otherwise ought to be in the 21st century

<https://www.aviationemergencyresponseplan.com/> (Parent Website)



Preamble - it is recommended that the following notes be studied before proceeding further

Note 1 - This document is intended for use as a **guideline** to assist in the production of an **aircraft operator** (airline) emergency response plan (ERP) - with this particular document (Crisis Response Planning Manual Part 1 (ERP) / Volume 10) dealing specifically with how to plan, produce and run emergency response **exercises** - as related to a (passenger) **airline** catastrophic aircraft accident type scenario

The assumption is made herein that any airline wishing to make use of this guideline currently has no **formalised** emergency response **exercise system** in place..... OR that it is desired to review / upgrade any such existing exercise system by using this guideline as a reference

Note 2 - There are two types of documents in the Crisis Response Planning Manual (CRPM) series - you are reading one type right now i.e. a '**guideline**'. The other type is a '**guideline / template**'. CRPM Part 1 / Volume **10** (the document you are reading now) exists **only** in the guideline format

A guideline provides fairly comprehensive information & guidance on its specific subject area - but is pedantically not a true template for actual production of an emergency response plan (but is nevertheless a very useful aid in the task - & should be used as such accordingly). Guidelines are typically generally used when the specific subject area of concern is too complex to be easily presented in the more comprehensive guideline/template version

Conversely, a **guideline / template**, if implemented as intended, should lead to the successful production of an associated airline emergency response plan - in the area of interest covered by the relevant 'subject specific' area of the selected guideline / template i.e. it is more of a true document template, in the commonly accepted sense of the word

Both types of document are produced as '**works of reference**'. The reader hopefully appreciates that any work of reference needs to be comprehensive enough to deliver what is required - hence the comparatively large size of some of the documents in the 'guideline' and 'guideline / template' series. It is anticipated that larger / more complex aircraft operators may need to account for the greater majority of subjects areas covered in these documents - whilst smaller / simpler operators may be able to 'mix, match & adapt' to a degree - as appropriate to their own, specific circumstances

Note 3 - Fictitious (scheduled) **passenger** airline '**ABCX Airways**' has been used to provide 'context' throughout this document - and has been broadly based on a medium to large sized **United Kingdom** registered, headquartered & main based aircraft operator. ABCX Airways is an international carrier (including USA and other 'long-haul' destinations). The airline can be assumed to be well resourced and supported from an emergency response planning context (manpower, budget, facilities, top management approval & support etc.)

Whatever applies to ABCX Airways in this document may be regarded as also being typically applicable, to a greater or lesser degree, to other (medium to large sized) **scheduled** passenger airlines **worldwide** (and most other [medium to large sized] passenger carrying airlines e.g. charter & lease operators; low cost airlines; some commuter / feeder operators etc.) - with regard to emergency response exercise planning and conduct



However, there will always be differences - **and it is for users to adequately account for them**, when producing their own emergency plans as based on a CRPM series guideline or guideline / template document

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

Non-UK registered and / or non-UK main based operators should interpret & adapt this document accordingly - as applicable to their own specific circumstances - but do remember that when operating into UK and / or the European Union (EU), then some parts of this document (or as cross-referred to herein) may still be applicable / advisable / best practice e.g. those concerning the provision of humanitarian (family) assistance following a major air accident in an EU state (country)

Note 4 - Most terms and abbreviations used in this document are *generic* i.e. **not** specific to any particular airline, airport, country etc. Whilst many will be the same or very similar to terms in actual (real / operational) use world-wide, the 'generic' use and nature of such terms and abbreviations should always be remembered and accounted for accordingly i.e. when preparing **real** emergency plans based on using this guideline as a reference - ensure that all generic terms are replaced with specific (*real / in-use*) **local** terms (i.e. your own country's / airline's / airport's actual [in-use] terms), where appropriate

However, if you **are** able to adopt the terminology, acronyms etc. (+ associated concepts, practicalities) used in this guideline into your own ERPs, this will assist significantly in achieving a highly desirable degree of world-wide terminology and operational ERP standardisation between aircraft operators - and consequently (with time) between aircraft operators and airport operators

Note 5 - The emergency / crisis response 'alerting and activation' system used by 'ABCX Airways' is assumed herein to be **automated** (computer based), capable of alerting large numbers of potential responders in a very quick timescale (typically hundreds+ in just a few minutes) - via most modern methods of communication, but particularly via 'voice' telephone calls, SMS text messaging, email and social media. Such systems are readily available and easily procured - and can be leased from around USD \$10,000 upwards per year (2019 prices)

If your airline has appropriate resources (e.g. ICT [equipment, hardware, software and expertise] + budget) such automated systems are also relatively easy to design 'in-house'

Note 6 - An airline requires an effective and efficient method of documenting the requirements of its emergency response plan. A brief account of the method of documentation used in **this** series of guideline or guideline / template documents will be found in (*separate* document in this CRPM series) - CRPM Part 1 (ERP) / Volume 1 - Section 1. You will be able to find this separate document at:

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

When this webpage opens, scroll down until you find the document entitled:

CRPM Part 1 (ERP) / Volume 1 - Policy & Executive Summary (Bird's Eye View)

Click on the document to open and read it (then see **Section 1**)



Note 7 - The assumption is made herein that ABCX Airways uses the services of a third party (commercial / external) specialist provider of certain emergency / crisis response services - to assist the airline in the following areas:

- Emergency (Telephone) Call / Contact / Information Centre Services
- Humanitarian (Family) Assistance Services
- Disaster Victim Identification Services
- Personal Effects Recovery Services

Examples of such commercial entities in reality (specialising in and providing some / all of the above) include 'Aviem', 'Blake Emergency Services', 'FEI (Behavioral Health)' and 'Kenyon International Emergency Services'

Note 8 - *How to use this Guideline* (Instructions)

Information for preparation & production of a new or upgraded airline ERP (as based on this guideline) will generally be provided throughout this guideline / template series of documents by:

- **'Written instruction'** - requiring already completed sections of the appropriate guideline document itself (i.e. *pre-prepared generic material* - provided as part of the appropriate guideline document) to simply be 'copy & pasted' into any new or upgraded 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 ERP being worked on

AND / OR

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

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

Example Instruction xx - The front cover sheet for **your own** CRPM Part 1 / Volume **yy** will be found on the next page of **this** guideline document. You can simply 'copy & paste' it into the front (first page) of your own document

Remember to:

- * Insert the name of your airline in the appropriate place
- * Change or remove the logo (top left of header)
- * Amend the rest of the 'header & footer' text to your own requirements - as required
- * Add any other required information



Note 9A

- This original document (the '**work**') contains material protected under International and / or Federal and / or National etc. 'Copyright Laws & Treaties'. **Accordingly, any *unauthorised* use of this material / the work is prohibited**
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- 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, furthermore, where such use is solely (only) made by an entity (e.g. an airline) 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 derived / adapted / changed versions e.g.

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

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

Note 10 - Despite every care being taken in the preparation of this series of guideline & guideline / template documents, they will inevitably contain errors, omissions & oversights, incorrect assumptions, broken links etc. Users identifying same in this particular document (**the one you are reading now**) are requested to please notify (**email**) the author accordingly at: info@aviation-erp.com

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

End of Preamble Section

Actual (**real**) instructions for use in **this** guideline document commence immediately below:

Guideline - Instruction 1

The front cover sheet for **your own** CRPM Part 1 / Volume 10 will be found on the next page of **this** guideline document. You can simply 'copy & paste' it into the front (first page) of your own document.

Remember to:

- * Insert the name of your airline in the appropriate place
- * Change or remove the logos (located with header)
- * Amend the rest of the 'header & footer' text to your own requirements - as required
- * Add any other information - as required e.g. an appropriate image



Insert airline name here xxxxxxxx

Crisis Response Planning Manual

Part 1

EMERGENCY RESPONSE PLAN

Volume 10

Insert appropriate image here?

Preparation & Conduct of Airline Emergency Response Exercises



Guideline - Instruction 2

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

(It has been assumed that this 'general instruction' is targeted at the airline and / or equivalent person(s) responsible for introducing or updating an 'Emergency Response Exercise' system as part of that airline's overall emergency response plan - and as related to a catastrophic aircraft accident type scenario. This person will typically be the airline's 'emergency response planning manager' or equivalent

Users are reminded that this guideline document is based on the assumption that 'the airline' does not yet have an Emergency Response Exercise Plan in place [but is about to introduce one] - or is desirous of reviewing and updating its current exercise plan)

General Instruction

You should now use your own common sense, logic, skill, competence, experience; research, consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt the information provided in the remainder of this guideline document (i.e. the one you are now reading) to prepare, document and implement an Emergency Response Exercise Plan - which is specific to your own airline's circumstances, purposes and requirements

Where felt useful, the layout (but not necessarily the content) shown on pages 9 to 15 of ***this*** guideline document, might be adapted for the introductory section of your own plan



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Document Review & Approval

This document has been **reviewed** for adequacy by ABCX Airways Crisis Planning Manager, with confirming signature below

(x xxxxxxx)

xx xxx 20xx

This document has been **approved** for adequacy by ABCX CEO (Accountable Manager), with confirming signature below

(y yyyyyyy)

xx xxx 20xx

List of Effective Pages

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

Revision List

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

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

Five (5) controlled document * **hard copies** are also available at *****
(Insert location(s) of hard copies here:
.....)

* Note - at least 2 hard copies shall be located / stored 'off-site' - for business continuity purposes



Revision Procedure

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

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

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

Each new revision will be notified to **all** employees via a company-wide broadcast email message or similar / equivalent. *Additionally*, all *pre-nominated* employees as stipulated in the CRPM (or other, appropriate document) should *additionally* check the appropriate section of the company intranet / nominated share-point site (or similar) at least weekly to check for revision updates

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

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

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

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

Distribution

See above



Generic Acronyms used in this Guideline Document

C4	(Crisis Related) Command, Control, Co-ordination & Communication Operations
CCC	ABCX Airways - Crisis Communication Centre (Media Response + Internal Communications)
CD	Crisis Director (Airline person charged with overall airline C4 - at the highest level)
CMC	Crisis Management Centre (Highest level airline C4 facility - usually located at Airline HQ)
CLACC	Controller - Local Accident Control Centre (<i>Airline's Station / Outstation / Outport</i> [destination airport] person having delegated, local C4 responsibilities / accountabilities)
CPT	Centre for Psychology Trauma
CRPM	* Crisis Response Planning Manual

* CRPM Part 1 deals exclusively with the airline's planning and response to a catastrophic aircraft accident type crisis only. CRPM Part 1 is otherwise known in this guideline as the ABCX Airways '**Emergency Response Plan**'

ENDEX End of Exercise

** **ERP** (Aircraft Operator) **Emergency Response Plan**

** The ERP is the section (of the overarching airline CRPM series of documents) - designed specifically to deal with 'catastrophic aircraft accident' type circumstances. The **ERP** is otherwise known as '**CRPM Part 1**'

EPM (ABCX Airways) - Emergency (Crisis / Contingency) Response Planning Manager

FR Families, Relatives & Friends (of associated accident victims)

FRRC FR Reception Centre (usually located landside at or very close to local airport)

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

HAT Humanitarian Assistance Team - (Special / Family Assistance Team, Care Team & similar)

ICT Information & Communications Technology

LACC Local Accident Control Centre (i.e. *airline* Station's / Outstation's / Outport's / Destination Airport's **local** crisis response C4 facility)

LGT Leader GO Team (person in overall charge of a deployed airline GO Team)

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

NOK Next of Kin / Closest Relative

OCC 24H Operations Control Centre at *airline* HQ

ODM OCC Duty Manager

SRC (A) (Uninjured Passenger) Survivor Reception Centre - Usually **located airside** at accident **airport** - and as usually **provided** and **managed** by the accident **airport** also

STARTEX Start of Exercise

XES **XYZ Emergency Services** (3rd party [external] agency providing emergency services to airline)



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IMPORTANT

If not already done, prospective users of this document are strongly advised to read through the *general* 'Definitions / **Glossary** / Reference Material' section found as described below - before proceeding further. Pre-study of the Glossary will make it easier to acquire a better understanding of what is to follow. Please click on:

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

When the webpage at the end of the above link opens, scroll down until you find the required document (Information Article) - entitled:

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

Click on the above title to open the document for reading



ABCX Airways - Phone Home Scheme

In the extremely unlikely event of one of our aircraft being involved in a major emergency and / or accident, the airline will activate an emergency telephone enquiry centre, to respond to calls from relatives and friends of those passengers and crew believed to have been on board the crisis flight

(For a catastrophic & 'high profile' aircraft accident, more than 50,000 calls could feasibly be made to this 'Emergency Call Centre', during the first 24 hours post crisis occurrence)

* Up to 100,000 calls in extremis (e.g. for some ops with wide-body aircraft carrying large numbers of PAX)

If you are 'ABCX Airways' staff (or from a closely related organisation e.g. ABCX Group) and you are not directly involved with the crisis flight (i.e. you are neither a crew member nor passenger on the incident flight), you can be of great assistance at this time by participating in the '**Phone Home Scheme**' which works as follows:

On hearing news of an ABCX Airways major aircraft accident, **immediately** contact your own family, relatives and friends to let them know that **you** are **not** involved, and that you are safe and well. You should make these contacts from wherever in the world you happen to be

Ask your family, relatives and friends to pass on this information to others in turn, who might also need to be informed that you are not involved (as appropriate and as quickly as possible)

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

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

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

IMPORTANT NOTE

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



Purpose & Scope of this Guideline Document

The **purpose** of this document is limited to providing a *framework* upon which an airline can build (or rebuild) its own emergency response **exercise** plan, infrastructure and resources. This framework may be regarded as the potential '**bones**' of that plan

However, it is for the airline itself to undertake the (**considerable**) further, on-going work of putting the '**meat on the bones**' which, if addressed adequately, should result in an acceptably effective and efficient emergency response exercise system - tailored to the airline's specific requirements

The **scope** of this document is also limited to providing a *foundation / framework* level of information re airline emergency response **exercise** planning, conduct and review - which an airline can then adapt, add to and develop further - in order to produce its own equivalent plan, infrastructure and resources accordingly

This means that this document will, in general, **not** provide **complete** and **detailed** procedures, processes, checklists, information etc. The reader will appreciate why this is so i.e. no generic guideline document (such as this one) can realistically provide for the many variable circumstances specific to the emergency response exercise planning requirements of any particular airline

For More Background Information

More detailed information on most aspects of the **general** (i.e. **not aviation specific**) subject of emergency response exercise planning can be found at the following link:

<https://training.fema.gov/is/courseoverview.aspx?code=IS-120.c>

It is recommended that this linked to document (which is a web-based, **self-study** training document produced by the USA's 'Federal Emergency Management Agency - FEMA') be looked at before proceeding further with **this** guideline document itself (i.e. with the document you are reading now)

Note that the concepts and principles of this FEMA training document are capable of relatively easy **adaptation** to any type of crisis - including **aviation** related

Note: To start the above FEMA training programme click on the link (entitled '**Interactive Web-based Course**') shown below the title '**TAKE THIS COURSE**' - the latter being located at middle, right of the displayed webpage (reminder - **latter webpage** found by clicking on the link [this page - a little further above])



Scope - continued

Note that core FEMA terminology differs in places from the terminology used in **this** guideline document i.e. the FEMA terminology is generally US specific - whereas this guideline's terminology is similar to that used in much of the rest of the world

For those readers interested in the 'evaluation & improvement' aspects of emergency response exercises (and all airline emergency response planning managers and similar **should** be so interested of course) FEMA also offers a more advanced, self-study course ('how to be an exercise evaluator') which can be found at:

<https://training.fema.gov/is/courseoverview.aspx?code=IS-130.a>

Note: To start the above FEMA training programme click on the link (entitled 'Interactive Web-based Course') shown below the title '**TAKE THIS COURSE**' - the latter being located at middle, right of the displayed webpage (reminder - **latter webpage** found by clicking on the link [this page - immediately above])

So what does this Guideline (the document you are now reading) **actually cover?**

The remainder of this guideline provides **selected information only** - taken directly from a **real airline's** emergency response 'simulation' exercise. The real airline has been de-identified (i.e. renamed as 'ABCX Airways') - as have other appropriate details which require protection

Some information from this real exercise has been reproduced in its entirety (e.g. exercise scenario; exercise rules etc.) - whilst some has only been very partially reproduced (e.g. role play scripts)

The intent is - that when **all** of the following information is put together, the reader should be capable of attaining at least a **reasonable, working knowledge** of what an airline's emergency response exercise 'looks and feels like' - up to the point at which it is actually carried out. This cuts down on a vast amount of explanatory text - which (as a reminder) is **beyond the scope** of this guideline to provide



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Background Information

Adequate Preparation

It is vital **not** to underestimate the amount of time, effort and resources involved in the preparation of a major airline emergency response **simulation** exercise - especially if it is the very first such exercise undertaken by an airline

Work generally starts in a relatively 'non-urgent' manner around **a year before** the proposed exercise date - and then ramps up quite sharply for the last 3 to 6 months or so (depending on exercise scope & complexity) - with the last 4 to 8 weeks typically transitioning into 'overdrive' mode. This latter period is largely devoted to overall airline ERP **refresher** training - targeted in the main at those who will be involved in the exercise

It is also the time for the same group of persons to critically review their own department / business unit's **derivative** emergency response plans, facilities, equipment, resources and competencies - taking appropriate corrective action where necessary, in preparation for the exercise

* The overarching airline ERP (**main ERP**) is the document which guides overall emergency response planning within any airline. However, **each** subordinate airline department / business unit which has a significant role to play during a major aircraft accident response - additionally needs to produce **its own** specific (**derivative**) emergency response plan which, whilst based on the overarching ERP, provides greater detail for guiding emergency response preparations - the latter being associated directly with the 'normal business' roles and responsibilities of the particular department / business unit concerned

In the guideline / template series of documents (of which you are currently reading CRPM Part 1 / Volume 10) - such ERP supporting departments / business units are known as '**Crisis Support Units - CSU**'. In the 'average' airline, almost **all** departments / business units need to form CSUs. The latter are typically assisted in preparing for their ERP related accountabilities - by the airline's 'Emergency / Crisis Response Planning Manager'

If the preparation has been adequate - then the exercise itself can seem relatively relaxed - but be warned, the opposite also applies. Exactly the same principle applies to response to a **real** emergency - if you (and everyone else involved) fail to prepare adequately - then be prepared for real failure during an actual response - and this might mean that the airline itself is at risk of failure too i.e. possibly risks going out of business (e.g. where are **Pan Am, TWA & Swissair** today?)

Exercise Date

A suggested and well proven method of choosing a suitable exercise date is to start around **one year before** the approximate date that the exercise is proposed to be held. (For flexibility, choose 2 or 3 dates around the desired exercise period). The dates chosen should **not**:

- Conflict with projected peak business period(s) for the airline
- Conflict with well-known annual airline (or similar) events e.g. major air shows
- Conflict with any other significant events in the 'airline diary' e.g. a marketing campaign
- Conflict with public / religious holidays (& similar) & also for several days either side
- Be on the day before or after a local weekend
- Be during a favoured vacation period (e.g. typically July & August in N. America, Europe etc.)



The ideal day for an exercise in the 'western' calendar is a Thursday - allowing the Monday, Tuesday and Wednesday before for pre-exercise briefings, refresher training and other last minute preparations. This would equate to a Wednesday for (mainly Muslim) countries, taking the weekend as being on Friday / Saturday. Also for the latter, avoid e.g. holding an exercise at any time during Ramadan, the main Hajj period and similar. Other religious / faith influences (e.g. festivals and holidays) around the world should be similarly accounted for where appropriate

Once a definite exercise date has been chosen, it should be approved by the airline's 'Board of Directors' (or equivalent top management team) and then entered into the **official** airline diary / calendar of significant events. From this point on, only the Board of Directors (or equivalent) should be able to change the exercise date - and even then, only in extremis

At this same time a brief communication (from top management) should go out to **all** airline employees, advising them of the exercise date and the need to **not** plan for leave, business travel, make business appointments etc. - on this date and during the preceding week or so. If an **urgent** requirement for same **subsequently** comes up unexpectedly or has already been booked (remember, we are still 1 year away from the exercise at this point - so the latter will be very unlikely), this must be cleared by at least a 'head of department' or equivalent

Type of Exercise

This guideline document only considers the '**simulation**' exercise in detail. A very brief summary of the other exercise types can be found at the end of this guideline document (page 104)

Exercise Format

Assuming that the simulation exercise will be the very first emergency response exercise to be run by the airline - a gentle approach is recommended, which is non-confrontational / non-threatening. **THIS IS IMPORTANT**

There will be many years and exercises ahead in which to gradually build up the intensity and complexity of the exercises, as participants and role-players gain more confidence in the airline's emergency response plans / system - and in themselves

For example, for the very first exercise it might be considered beneficial to permit participants to see (beforehand) the **full** scenario brief for the exercise + also the role-play calls & information they will receive during the exercise. They might then be better 'encouraged' to study the ERP (i.e. both the main ERP and their specific CSU ERPs) prior to the exercise, in order to prepare the most appropriate responses. There is nothing wrong with this, as one of any exercise's objectives will thereby be achieved. (Being study of / familiarity with the airline's ERP and derivative plans)

For the **next** exercise (say 6 to 12 months later - with a **different** exercise scenario) the same participants would **not** be permitted to see the full exercise scenario brief beforehand nor the details of role play calls & information they would receive during the exercise.....and so on



Where a single exercise will not permit all required participants to 'participate' concurrently (e.g. typically due to the large numbers of participants possibly involved / required i.e. only so many persons will be able to fit into a Crisis Management Centre [CMC] - and some CMCs are very small) - exactly the **same** exercise might be run some short time later (e.g. within 3 months), with e.g. around 50% of the required participants attending the first exercise - and the remainder the second

Where the above is necessary, appropriate measures should be put in place such that the participants of the second exercise do not learn 'too much' of what happened in the first exercise

Note also that sufficient time should be allowed between such exercises, so that evaluated 'feedback' (from the first exercise) can be identified, actioned, documented and trained - by an appropriate date - before the second exercise is scheduled to take place

For similar reasons (i.e. starting relatively gently), the very first exercise should be based (for the exercise scenario) on an **inbound** flight accident occurring at the airline's **main / home / hub airport** - i.e. typically at or near to which the airline HQ is located (and thus typically where most of the HQ based emergency response team work)

The next exercise might then be based on an **outbound** flight accident at a different destination airport (possibly **overseas**) - which will now bring the airline's go team into the exercise. The one after that might involve an accident at e.g. a 'remote' location (e.g. sea; mountains) - and the next one a night-time scenario etc.

The reader will now hopefully start to appreciate how much responsibility and workload is placed on the emergency exercise writer / planner / co-ordinator. Dreaming up different scenarios on a fairly regular basis is a difficult and time-consuming task - especially if excess repetition is to be avoided

Exercise Frequency

Whilst it might be ideal (from an ERP viewpoint) to hold a 'different scenario' emergency response simulation exercise every six months or so - this will be difficult to achieve in practice for most airlines, for a number of valid reasons. Better, therefore, to plan on something more achievable i.e. an annual exercise

Whilst disruption to the airline's 'normal' operations is a significant factor for **not** holding 6 monthly exercises - the more exacting reason is that the required exercise preparation (different scenario for each exercise) will be almost impossible to achieve - especially if same is the main responsibility of just one person e.g. typically the airline's emergency response planning manager / equivalent person

However, do remember that it **might** be necessary to run exercises more frequently (than annually) where large numbers of participants are involved in limited space facilities - as already discussed further above. In such circumstances and as a reminder, **exactly the same scenario** might be used for each such exercise (but remember - with **different** teams of participants) - which is, consequently, more manageable for the exercise writer / planner / co-ordinator. Every 12 months the exercise scenario would be changed entirely - and the process repeated

Where feasible (possible & practicable), **modular / partial** exercises can be held 6 monthly (in between the annual major exercises). A modular exercise tests **selected** parts of the emergency response plan only. Where appropriate, a desk-top exercise can be used for this. (See page 104)



Exercise Duration

A complete working day (around 8 hours) should be dedicated to the running of **major** simulation exercises. This will account for the final pre-exercise briefing (given just before the exercise begins), the exercise itself and the post-exercise 'hot wash-up' debrief

Modular / partial (desk / table top) exercises typically take a quarter to half a working day

Exercise 'Artificialities'

For major simulation exercises the exercise plan writer makes reasonably extensive use of 'exercise artificialities' - without which the exercise simply would not work as authentically as desired

A good example of such exercise artificiality might typically be the use of (airline staff) exercise **role players** - 'playing' someone else (in fact **each** role player typically plays 4 or 5 **different** persons - perhaps with some of the latter not being of the same sex as the role player i.e. a man might be role playing a woman). Another example is use of a suitable bus instead of an aircraft (e.g. for simulating aircraft boarding of the airline GO Team)

However, the main artificiality in any exercise relates to 'compression of time' e.g. a half day exercise might represent several days of real time. Again, this is quite normal and without such artificiality the exercise simply will not (in general) achieve its desired aims, in the available time

Exercise Participants, Role Players, Directing Staff, Umpires & Observers etc.

- An exercise **participant** plays the role that he / she would assume **for real** in case of an actual emergency response being required
- An exercise **role-player** assumes the part or parts of one or more **other** person(s) and generally interacts with exercise participants - via telephone, messages (including email and SMS text), face to face etc.

Role-players are typically played by airline staff but it is a good idea (and adds a desired degree of reality) if some role players 'play' themselves e.g. the Civil Aviation Authority / Air Accident Investigation agency; contracted (external) specialist third party suppliers of emergency services (e.g. Kenyon, Blake, FEI etc.) and so on. Most will be only too happy to become involved, at least to a limited extent - but with appropriate safeguards in place, in case of a real (concurrent) emergency situation occurring

- **Directing staff** are responsible for the conduct and discipline of an exercise. Such staff usually come from the airline department responsible for preparation, maintenance and testing of the airline's ERP. They also more than likely 'wrote' the exercise scenario which they will now be overseeing
- **Umpires** ensure 'fair play' throughout an exercise and also record observations (major or minor) for subsequent evaluation and corrective action after the main exercise debrief



- **Observers** do just that i.e. observe the exercise. They can be internal (from the airline) and / or external (e.g. other airlines; the airport involved; the local Civil Aviation Authority etc.)

Where internal, co-located exercise participant numbers are large, it is usual for **internal** observers to **'understudy'** (i.e. by physically sitting / standing behind the associated participant - if there is space) exercise participants who are actually taking part in the exercise - **in circumstances where said participant has the same crisis response roles & responsibilities as the observer**

In such circumstances, it is usual for a short (say 30 minutes) artificial break to be introduced around half-way through the exercise, during which time participant and observer 'swop' exercise roles

Exercise Interactivity

The more interactive the exercise the better will be the learning experience. Ideally, exercise role players will not only be able to **provide inbound** 'scripted' information **to** exercise participants - but should also be available (usually on the end of a telephone and email) to **take outbound ad hoc** information and queries **from** participants - and then be able to interactively deal with them accordingly. Some form of 'social media' interactivity should also be included where appropriate to airline circumstances

There are various methods of achieving the desired degree of interactivity required - which are generally beyond the scope of this guideline to document. However, as one example only, real journalists (including students in the later stages of journalism degree courses) might be 'persuaded' to actively participate in the exercise - effectively 'role playing' themselves, thus being just about as interactive as they can be, were the exercise to be the real thing

Aims (Objectives) of an Exercise

Each exercise should have stated aims / objectives e.g. (the below list is far from exhaustive):

- * Have the airline's Ops Control Centre manage the entire emergency response (alone) for at least the first 30 to 45 minutes of the exercise (as might be the case in reality)

* This matter should be an **ongoing** objective for **every** major exercise

- Practice handover (from Ops Control to the Crisis Management Centre) of emergency response management / accountability
- Practice alerting, activation, check-in and boarding of the ABCX Airways GO Team
- GO Kit loading practice
- Practice deployment and operation of the airline's Humanitarian (Family) Assistance Team
- Hold an exercise press conference
- Deal with simulated death notifications etc.



However, the ultimate aim of every exercise should be to work out / deduce (by the end of the exercise) the numbers (and identities if possible) of the uninjured, injured, deceased and missing victims of the aircraft accident. The accident scenario and exercise inputs should always ensure that this is possible / achievable within the exercise timescale - provided that the exercise participants and role players 'know what they are doingand do it!'

The above is an excellent example of a 'time compression' exercise artificiality - as such working out / deductions will, *in reality*, typically take a ** day or two to achieve - possibly longer, depending on accident circumstances 'on the day'

** Except perhaps for the situation where it is evident early on that there are absolutely no accident survivors. Such a situation (all killed) used as an exercise scenario is generally a 'waste of an exercise' and is thus best avoided

With regard to the 'people' aspects of an exercise - the aim, of course, is to increase personal knowledge, experience and confidence - in order to be better ready for the 'real thing' - should it ever occur



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EXAMPLES only

The *remainder of this guideline* provides some *representative examples only* - of the typical documentation which needs to be produced prior to a major simulation exercise

It is the careful and quality controlled preparation of same which takes up so much time and effort - but which is essential if the exercise itself is going to be 'authentic' enough to successfully achieve the target aims / objectives etc.

Fictitious title etc. details used for this exercise are:


ABCX AIRWAYS


EMERGENCY RESPONSE SIMULATION EXERCISE

EXERCISE NAME	'ABC 1 / 10'
EXERCISE DATE	20 Jan 2010

Please now refer to the following *three* pages in order to view cross references and some explanatory text - as related to the examples referred to above:

Reminder: All examples are taken / sampled from a *real* airline's (major simulation type) emergency response exercise. Details have been de-identified

As the information provided is specific to the de-identified airline's own 'aircraft accident' ERP -  some of it might not 'make much sense' to the reader, as format and content of different airline ERPs varies widely. This is to be expected and should not detract unduly from this guideline's objective of providing the reader with some idea of the 'look and feel' of an airline emergency response exercise

 For example, ABCX Airways (representing the de-identified airline in this guideline) uses an *automated and interactive emergency / crisis response alerting system*. Your airline might not use such an automated system i.e. it uses some type of *manual* system instead

As another example, ABCX Airways uses 'colour codes' to categorise its emergencies - 'Red Alert' being the category declared for a catastrophic aircraft accident type scenario. Again, it is possible that your airline will be using a different form of emergency categorisation for the same situation



Pages 31 to 54

These pages contain a number of **typical** example documents (briefings, notices etc.) which need to be prepared and distributed to all concerned - at appropriate periods **prior** to exercise date. The purpose of each document should be largely self-explanatory

Page 56

The first page only of the **passenger manifest** (passenger list) for the accident flight is reproduced here as an example. An actual (real) airline passenger manifest (from a past flight) was used to facilitate this. Using the real thing (it looks real because it is real) confers a degree of desired reality to an exercise

However, due data protection, privacy and other related laws and practices, you should **not** use the real names from an original manifest. Instead, change the spelling for each real name shown - to the degree necessary to hide the identity of the real person - at least to a reasonable level. This has already been done in the example shown on page 56

In addition to the passenger list - you will also need to prepare (for exercise purposes only of course) **separate lists** relating to passengers and crew who are:

- **Uninjured**
- **Injured** (in hospital(s))
- **Deceased** (in mortuary / mortuaries / wherever)
- **Missing / unknown**

All such lists must be based on (correlated with) the main exercise passenger list (as described above) and the exercise crew list (as described a little further below)

For the more advanced exercise you might also wish to introduce **'ground victims'** i.e. those persons **not** on the accident aircraft - but who have been killed, injured and / or traumatised as a **direct** consequence of the aircraft's impact with the ground / similar situation

The reader is reminded again that meticulous care is required (at least in the early exercises) with all of the above to ensure that names (with correct spellings, gender, adult or child etc.) always match those on the overall exercise passenger and crew lists - and that numbers correlate e.g. if you add up the numbers of dead, injured, uninjured, missing and 'not known' - the sum should equal the **total** number of persons who had actually been on board the accident aircraft (discounting ground victims of course - [if any])

For the more advanced exercises, errors in names; use of 'aliases / nicknames'; numbers not correlating etc.should be introduced - thus being much more reflective of reality

None of the above lists etc. are typically provided to exercise **participants** at STARTEX (i.e. in advance) - rather, they are introduced gradually during the course of the exercise, in accordance with the exercise scenario, script / timeline / aims & objectives / correlation to reality (e.g. in reality, most airlines will **not** have **immediate** access to the accident flight's 'boarded / flown' passenger manifest) etc.



The accurate list of the deceased is typically **only** produced during the post exercise debrief to see if the exercise participants had been able to successfully identify the dead (numbers and names) by the end of the exercise - which (as previously mentioned) should always be a major exercise objective

Pages 58 to 60

These pages show examples of the various types of crew list (General Declaration) that you will need to prepare for the exercise

The first (as per page 58) is the only one which should be issued to exercise participants at some appropriate time (in accordance with the exercise timeline) **after** the exercise commences

The other two are used in exercise pre-planning and by directing staff and role players (when they interact with participants) during the exercise itself. All crew and other persons listed should be fictitious i.e. do **not** use details of real persons

Pages 62 to 63

Cargo and related shipment information for the accident flight is shown here. Some of this cargo comes under the category of '**dangerous goods**' - **thus requiring a particular response** from certain exercise participants. The cargo list is introduced to participants at some appropriate (realistic) point in accordance with the exercise timeline

Pages 65 to 73

Here will be found all that is required to ensure effective / efficient exercise **communications** - whether they be inputs to exercise participants **from** role players (all scripted and subject to the exercise timeline [see page 90])**OR** calls **from** exercise participants **to** role players (all of which will be unscripted and totally ad hoc). The exercise would simply fall apart soon after beginning without such communications instructions + the 'general' requirement to follow them

The reader should appreciate that most of the contact information (and all of the telephone and email contact details) will be real - and (the telephones, emails etc.) will be manned by real people i.e. by exercise participants and role players. **Real** telephone numbers & other contact information have been 'de-identified' in **this** guideline (i.e. in the document you are now reading)

Pages 75 to 80

An example of just one of the **many** emergency response plan checklists for use (by participants) during the exercise is shown starting page 75. Note that only the first five pages (of just this one checklist) are shown

Also note well that it is generally not possible to 100% use **original** checklists taken **straight from the airline's real ERP / wherever** during an exercise, as certain 'modifications' to such checklists typically need to be made for exercise use. If you take a look at page 75 (third red bullet point from the top) you will see an example of a cross-referral to such a situation (in this case describing the need to ignore this real checklist item **during the exercise only**)



Pages 82 to 84

Here you have the two formal 'accident message' templates to be used during the exercise

The first one will be completed by exercise participants after appropriate & relevant information about the accident becomes known to them. The completed form (in the **real** exercise upon which this guideline document is based) was then actually sent to the **real** (national) air accident investigation authority - who were **role playing themselves** in that particular exercise

The second template was actually completed by the exercise writer **before** the exercise began - and then sent to the station manager (Ground Handling Agent etc.) at Alicante (accident flight's arrival airport & location where exercise accident occurred), role playing him / herself, so that the completed message could eventually be sent off to airline HQ in UK (just as it would have been for a real accident) - at the appropriate point in the exercise

Pages 86 to 88

The template shown (hopefully) speaks for itself. The latter (when completed for real by the airline's Ops Duty Manager) is used during the exercise for a 'command & control' face to face handover from the Operations Control Centre to the Crisis Management Centre

Pages 90 to 93

Here you see the entire exercise timeline. **Directing staff** will use the timeline to try to ensure that the conduct of the exercise runs to time and to assist in troubleshooting any problems arising

Running late (compared to the **original** timeline 'timings' referred to above) during an exercise can cause utter confusion unless adequately managed. There are various 'ways and means' of adequately achieving the latter, but same are beyond the scope of this guideline

Role players are also given the timeline so that they might better understand where their own role play fits into the exercise 'big picture' - thus giving them the opportunity to 'wing it' ('ad hoc' their own role play) and recover - should a problem with their **own** role play **timings** occur

Pages 95 to 102

On these pages you will find just four sample scripts typical of those used by exercise role players calling in (by telephone) to exercise participants

In reality, there would be one such script for **every** role play **contact** shown in the timeline i.e. 67 role play scripts in total, **for this particular exercise!**

A very significant amount of time and effort (perhaps a month or so) is spent pre-exercise on just producing the scripts and **very carefully** co-ordinating each with the others; with the overall scenario; with the timeline etc. Without such co-ordination the exercise can quickly turn into a farce



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EXAMPLE only

'All staff' Message from Managing Director (Airline's 'top manager') **ABCX Airways**

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10

To be transmitted to all ABCX Airways staff via email, intranet, notice boards, managers' briefings etc. - about **one month** before exercise date

'..... A major ABCX Airways emergency response exercise will be held on Wednesday 20 January 2010. * All involved in emergency response (particularly those involved with this specific exercise) shall take appropriate action to ensure that the following is adequately addressed prior to exercise date:

* Appropriate Directors, Heads of Department and Line Managers shall be responsible for ensuring that all such matters are adequately addressed in the required timescale

1. An appropriate and thorough review of all emergency response plans is made
2. Department / business unit emergency response plans are updated accordingly
3. Appropriate refresher training is undertaken
4. For those scheduled to operate from the Crisis Management Centre (CMC) during the exercise - a check is made that the appropriate workstations' ICT equipment (hardware, software, telecommunications etc.) is:
 - Loaded with the appropriate and current applications / programmes / drives etc.
 - Loaded with the required content
 - Accessible to authorised users (user names / passwords etc.)
 - Tested to ensure serviceability
 - Otherwise readily available
5. For those operating from the CMC - that the appropriate workstations' document boxes contain (the required) complete and current crisis response **hard copy** documentation
6. For those operating from **outside** the CMC (e.g. the Operations Control Centre) - apply equivalent measures to those documented in 4 and 5 above
7. Appropriate pre-exercise briefings are attended

Our Emergency Response Planning Manager (insert name and contacts here) will be advise and assist you on any of the above - as required.....'

Signed **YYYY YYYYYY**

Managing Director ABCX Airways

20 Dec 09



EXAMPLE only

Advanced / Warning - Exercise Brief (all times UK Local i.e. same as GMT)

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10

Transmitted (via email & notice boards etc.) to **appropriate** recipients - about **10 working days** before exercise date

A major ABCX Airways emergency response exercise will be held on Wednesday, 20 January 2010

✚ Objectives / aims of this exercise are to evaluate the following:

- The airline's automated (emergency / crisis) alerting system + subsequent activation of emergency response teams
- Operations Control Centre's (OCC) emergency response procedures
- Set up and manning of the Crisis Management Centre (CMC)
- Hand-over of emergency response 'Command & Control' from OCC to CMC
- Test and evaluate representative parts of CMC, Crisis Support Unit (CSU) & other nominated emergency response plans - as per exercise scenario
- Constitute & 'deploy' a representative GO Team - including a Humanitarian (Family) Assistance Team element (new since last exercise)
- Test various aspects of Crisis Communications Plan (new since last exercise)
- Joint (limited) operations with the commercial (external / third party) entity contracted to operate the Emergency Call Centre on behalf of ABCX Airways
- Know (work out) the identity and * 'status' of all exercise accident victims by end of exercise
- Conduct exercise debrief(s) & subsequently update (via corrective actions) emergency plans - as required

* Status can be any of 'dead', 'injured' 'uninjured', 'missing / not known'

✚ Exercise will take place from around 1130 - 1730 UK local time / GMT - on Wednesday, 20 Jan 10. Exercise name / designator is 'ABC 1 / 10'

✚ Exercise **participants** and **observers** will generally respond / observe from the CMC - **OR** from CSU workstations (where latter are located outside of the CMC) - **OR** 'deploy' as part of the airline GO Team - **AND / OR** attend the exercise press conference

✚ ** Exercise **role players** will operate from locations to be advised at **main** exercise pre-briefings (main exercise pre-briefing dates [choice of two] are 18 or 19 Jan 10 - timings 1000 - 1100 local. Venue - Crisis Management Centre - airline HQ)

** **Non-airline HQ based** role players can expect either face to face or telephoned exercise briefings at an appropriate date / time TBA - prior to the exercise



- ✚ The actual **Operations Control Centre Duty Manager** (ODM) **and team** on day shift on 20 Jan 2010 can be expected to exclusively handle the exercise emergency response from about 1130 to 1230 - with a transition of emergency response 'command and control' from OCC to CMC taking place from about 1230 to 1240. However, exercise involvement by the ODM and his team (with continuing preparations for the GO Team deployment) will continue after 1230 - until such time as the GO Team aircraft is simulated airborne
- ✚ Exercise **participants**, **observers** and **role players** will be advised of their precise exercise involvement prior to or at either of the main exercise pre-briefings referred to further above
- ✚ However, at this point and unless notified otherwise, the **CMC management team** for this exercise is expected to be as follows:
 - ❖ **Crisis Director** will be played by xxxx xxxxxxxx and xxxx xxxxxxxx
 - ❖ **Deputy Crisis Director** will be played by xxxx xxxxxxxx and xxxx xxxxxxxx
 - ❖ **Crisis Controller** will be played by xxxx xxxxxxxx and xxxx xxxxxxxx
 - ❖ **Log Manager** will be played by xxxx xxxxxxxx and xxxx xxxxxxxx
 - ❖ **Administrator** will be played by xxxx xxxxxxxx and xxxx xxxxxxxx

Note - four other CMC management team positions will be manned during this exercise i.e. 'Crisis Communications Controller'; 'Emergency Call Centre Liaison'; 'Humanitarian Assistance Team Liaison' and 'GO Team Liaison & Support' - details TBA in due course

- ✚ The **Leader GO Team** participant will be played by xxxx xxxxxxxx
- ✚ At this point and unless notified otherwise **all** ABCX Airways **Crisis Support Units** (CSU) should assume involvement with the exercise - as **participants** - with one person (representing each CSU as a participant) being positioned at the associated CMC workstation

CMC space and CSU staff availability permitting, CSUs may also place an **observer** in the CMC in order to observe the responses of the associated CSU **participant**

Each CSU with **additional GO Team deployment roles** will **also** be expected to check-in and board a representative(s) (**not** being the same CMC CSU based staff mentioned above) onto the GO Team aircraft located at airline HQ / hub airport - in accordance with details briefed prior to the exercise

The larger (by manpower) CSUs can **also** expect to man and operate emergency response workstations (as **participants**) located at their '**normal place of work**' (i.e. not in the CMC) - in accordance with details briefed prior to the exercise. Such manning is **additional** to (i.e. over and above) CSU manning of the CMC



- ✚ Most exercise **role players** will be drawn from xxxxxx **Department** personnel. However, some role players will actually 'self-play' themselves (e.g. airport staff from involved airports [ALC & BHX]; UK Air Accident Investigation Branch [AAIB]; ABCX Airways Managing Director; xxxxxx International Emergency Services etc.)
 - ✚ **Observers** for the CMC's CD, deputy CD, CC, Log Manager and Administrator **participant** roles will be nominated prior to or at the main exercise pre-briefings. Each such observer shall be nominated on the basis of being qualified to also undertake the particular **participant** role which is being observed
 - ✚ An 'artificial' break in the exercise will take place from 1415 - 1445. During this time it is expected that a contrived CMC 'shift change' will occur for the original (simulated shift 1) CD, deputy CD, CC, Log Manager and Administrator. They will then attend the remainder of the exercise after the break (simulated shift 2) - **but now in the role of observer**
- Their **counterpart observers** (from 'shift 1') will now assume the **actual** CD, deputy CD, CC, Log Manager and Administrator **participant** roles for 'shift 2'
- ✚ An exercise 'press conference' is expected to be held at around 1500. This will be 'stage managed' by the ABCX Airways Press Office / Crisis Communications Centre team. The press conference location is TBA
 - ✚ Exercise direction, umpiring and evaluation will be provided by ABCX Airways specialist / expert Contingency (Emergency) Planning and Press Office staff
 - ✚ The exercise will finish at 1600. There will be a short break from 1600 - 1630 followed by a 45 minute hot wash-up debrief (combined with 'late lunch') in the CMC. Airline HQ based exercise **participants, observers and role players** shall attend in person. **All other** participants and role players should attend via conference call where possible / practicable so to do (details of latter TBA)
 - ✚ All airline HQ based staff involved in this exercise should attend one or other of the pre-exercise briefings as already indicated on the first page of this brief. Appropriate arrangements will be made to brief all others involved separately
 - ✚ This exercise has been approved by the Managing Director ABCX Airways. Accordingly, exercise attendance shall be of the highest priority - for all involved

Note - a 'cold wash-up' debrief of the exercise will be held for all concerned on Monday 24 January 2010, between 1000 and 1200 - location TBA. Attendance at this debrief shall be accorded the highest priority

Signed

Exercise Director

11 Jan 10



EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [same as GMT])

Transmitted (via email etc.) to appropriate recipients about **5 working days** before exercise date

Information is provided below which will assist in starting off the ABCX Airways emergency response exercise on 20 January 2010 - in a controlled and reasonably realistic manner. This exercise scenario assumes that the accident occurs on a weekend

CRISIS DIRECTORS (CD)

Participant xxxx xxxxxxxx - should arrive at the CMC at 1225 UK local time as if he / she had just come in from home after being alerted in the role of '**on-call CD**' - and then act as CD from this time up to 1415 (simulated shift change time)

When you receive the post-RED alert initial text messages from other CDs specifying their availability for crisis related duties (as per SOP) you will find in this particular exercise scenario that there will be **no other CDs available** except for **participant** * yyyy yyyyyyy - who you should consequently appoint as second shift CD to take over from you between 1415 and 1445 (second CMC shift starts at 1445)

* Note - yyyy yyyyyyy is to also arrive at the CMC at 1225 and thereafter act as **observer** to xxxx xxxxxxxx until 1445. (For yyyy yyyyyyy - when you receive the initial, automated RED Alert message, press '2' on your mobile phone touch tone keypad [notifying 'the system' that you are available for crisis duties] and **also** text xxxx xxxxxxxx [on-call CD - 0781 *** ***) to advise him **personally** of such availability - as per SOP)

You (xxxx xxxxxxxx) will also need to designate a **Leader GO Team** from the available **Crisis Controller** manpower pool (due no other **CDs** available as per exercise scenario) when you arrive at the CMC. Do this in conjunction with the '**on-call CMC Crisis Controller**' (participant zzzz zzzzzzz) - who will also be reporting to the CMC for crisis duties - after being alerted

The only available Crisis Controller for the Leader GO Team (LGT) role will turn out (as per exercise scenario) to be participant aaaa aaaaaaa

At 1415 xxxx xxxxxxxx is to commence a CD handover brief (for shift 2) with yyyy yyyyyyy. At 1445 the latter will take over CMC shift 2 as CD - with xxxx xxxxxxxx now observing yyyy yyyyyyy for the rest of the exercise

All other CDs - when responding to the **initial** RED alert message from the Ops Control Centre (you should receive it between about 1130 - 1135) - press '3' (**not** available for crisis duties) on the touch tone keypad of your mobile phone. There will be no need (on this occasion / for this exercise only) for you to then follow SOP by also texting the on-call CD (which is what you would do for real) to notify your future availability. Thereafter, you will have no further participation in this particular exercise



CRISIS CONTROLLERS (CC)

Participant **zzzz zzzzzzz** - should arrive at CMC at 1155 and assume the role of 'first shift' **Crisis Controller** (your first exercise telephone call comes in at 1204). (**Participants** **bbbb bbbbbb** and **cccc cccccc** should also accompany **zzzz zzzzzzz** to the CMC - to **observe only** until 1225)

At 1225 **cccc cccccc** assumes duty as **deputy** Crisis Director - whilst **bbbb bbbbbb** continues to observe. (Reminder - handover of crisis control from Ops Control Centre to CMC **must** be completed by 1245)

Between 1400 - 1430 (simulated CMC shift changeover / handover period for **CCs** - being deliberately staggered [for continuity purposes] to occur 15 minutes **before** the similar **CD** shift changeover / handover times) - **bbbb bbbbbb** will take over as **deputy CD** and **cccc cccccc** will take over as **Crisis Controller** - whilst **zzzz zzzzzzz** now becomes an **observer** for the remainder of the exercise

All other CCs - when responding to the initial RED alert message from the Ops Control Centre (you should receive it between about 1130 - 1135) - press '3' (not available for crisis duties) on the touch tone keypad of your mobile phone

There will be no need (on this occasion / for this exercise only) for you to then follow SOP by also texting the on-call CC (which is what you would do for real) to notify your future availability. Thereafter, you will have no further participation in this particular exercise

LEADER GO TEAM (LGT)

Participant **aaaa aaaaaa** will role-play the LGT

Participant **aaaa aaaaaa** - when you receive the initial exercise RED alert message from the Ops Control Centre (you should receive it between about 1130 - 1135) - press '1' on your mobile phone touch tone keypad in response and also text the simulated on-call CC (**zzzz zzzzzzz** 0779 *** ***) to advise him of your availability for crisis duties

GO TEAM - OPS SUPPORT & ADMIN MANAGER

This GO Team role will not be activated for this particular exercise

CMC LOG MANAGERS

Both briefed participants to arrive at CMC at 1200 - one **participating** & the other **observing**. Swop-over of roles will take place during exercise 'artificial' shift-change break - which starts at 1415



CMC ADMINISTRATORS

Both briefed participants to arrive at CMC at 1200 - one **participating** & the other **observing**. Swop-over of roles will take place during exercise 'artificial' shift-change break - which starts at 1415

ALL OTHER CMC BASED STAFF (i.e. any other briefed participants & observers operating from CMC)

To arrive at CMC at 1225 - as if you had just come in from home following receipt of the exercise RED Alert message

NEW FOR THIS EXERCISE

The last two emergency response exercises held by ABCX Airways (December 2008 & June 2009) simulated an accident to a UK **inbound** flight. Press Office (Crisis Communications) involvement in these exercises was token / notional only - as was the involvement of a GO Team

This January 2010 exercise is different in that the simulated accident occurs **overseas**

This in itself significantly changes the format of the exercise - however, the major difference here is that we shall be simulating the boarding and launch of a GO Aircraft (with an operating crew and small GO Team [about 50 to 60 persons] actually on board) from airline HQ airport

Check-in and aircraft boarding of the 'GO Team' will take place **for real** (this part of the exercise roughly taking place between about 1330-1600. Some GO Team training will be provided whilst on board - conducted by **aaaa aaaaaaa [Leader GO Team]** - and a meal will be served). This part of the exercise will cease at the point where the GO Team would be about to get airborne for the flight to the overseas airport nearest the accident location

All staff nominated during the exercise to 'deploy' with the GO Team should ensure (on 20 January) that they have their company ID with them plus a valid passport. Luggage will not be required for this particular exercise

The other significant difference is a major involvement from the airline's Press Office e.g. the setting up and operation of the Crisis Communications Centre at airline HQ and the holding of a simulated press conference

The ABCX Airways Emergency Response Planning Manager (insert name and contacts here) will be pleased to advise and assist you on any of the above - as required.....'

Signed

Exercise Director

15 Jan 10



EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

Transmitted (via email & notice boards) to appropriate recipients about **3 working days** before exercise date

A major ABCX Airways emergency response exercise will take place on Wednesday 20 Jan 10 - from 1130 to approximately 1730 UK local time. To start the exercise - an automated **RED** ALERT exercise message will be sent out at around **1130** UK local time - which will involve many staff receiving same via telephone, text message and email. The message (and any subsequent messages from the automated alerting system) will start & finish with the words '**Exercise - Exercise - Exercise**'

Staff so contacted will typically be those having some designated role to play in the event of a **real** major accident to an ABCX Airways flight (or needing to be aware of same for some valid reason)

Those **pre-nominated** staff involved in this particular exercise should respond as **pre-briefed** by pressing the appropriate number on the receiving telephone's touch tone keypad - when the initial exercise alerting telephone message has finished i.e. press number **1** (i.e. signifying that you **are** 'available now' for emergency response duties & will report for such duty ASAP)

Those **not** involved with this particular exercise should listen to the alerting message (as it will be typical of the real thing) - but no action is required other than to press the number **3** (i.e. you are '**not** available') on the receiving telephone's touch tone keypad - at the end of the message

The alerting system will try to deliver such messages to business / work provided mobile phones first. However, if no response, it will also attempt contact with office and / or home (landline) and / or personal mobile telephone numbers. If all initial (first try) calls are unanswered - or are answered BUT a **valid** number is **not** pressed on the telephone touch tone keypad in acknowledgement - the system will try again on **all** contacts as described above, **but for a second time only**

You may wish to brief your families accordingly i.e. they should not be unduly alarmed if such 'exercise / exercise / exercise' message(s) does / do come through to the **home** telephone. Remember, such messages will **only** go to your home phone (and similar) if you have:

- Not answered the call to your mobile or landline office telephone **OR**
- Answered the call as above - but not pressed an appropriate (valid) number in acknowledgement on your telephone touch tone keypad

Much of the actual exercise response and role play will be centred on the Crisis Management Centre and the **xxxxxxx** 'normal business' desk pods - both located on the second floor of the airline's HQ building. Some action will also take place at the Operations Control Centre Duty Manager's desk pod. Non-exercise staff passing by these areas on 20 January, between 1130 and 1700, should not be alarmed if they see or hear any exercise related activities taking place

Pre-briefed procedures (transmitted separately to all concerned) are in place to terminate the exercise immediately - **should a real crisis occur**



EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

Final Exercise Briefing

Given to all HQ based exercise participants, role players etc. at an appropriate time **on exercise date**
Non-HQ based participants & role players to have already been briefed **separately prior to exercise**

- Questions - as we go / take notes
- Building Orientation / Health, Safety & Security, Fire-drill / Washrooms / Refreshments etc.
- Exercise - Outline / Objectives / Artificialities (e.g. shift change) / Conduct / Attitude / Discipline
- Explain concept and benefits of exercise related 'Stress Inoculation'
- Timeline / Timescale / Clocks & Watches / Time Check / **On Time Performance** / Running Late / GMT versus UK local time versus foreign local time etc.
- Details - Exercise Director (ED); Deputy ED; Assistant EDs; Umpires; Observers
- Automated Alerting Message / what to do upon receipt / family briefed at home etc.
- CAVEATS - 'Exercise / Exercise / Exercise' etc. versus 'Real Emergency'
- Interactive (ad hoc) Role Play (RP) - an explanation
- RP Scripts - explain (+ male vs female roles; 'real' RPs; realistic acting, ad hoc ['joker'] RP etc.)
- RP calls - e.g. what if 2 or more calls need to be made simultaneously etc.
- Hard copy, **exercise-specific** checklists **only** to be used by participants
- CMC exercise manning & 'contrived' shift change etc. - explain
- Roles of Deputy CD and Crisis Controller
- CMC Paperwork & Documents - (VITAL to keep it controlled & tidy)
- Writing on Whiteboards & similar (what to write, where and when / who writes etc.)
- Access and use of exercise related ICT - Log-ins; Applications; Drives; Email; Electronic logs etc.
- Sending Accident Messages & similar (explain procedure)
- Exercise Inject Documents e.g. Press Releases; LACC Accident Message; PAX Manifest & Crew List; etc. - if you don't have them when they should be reasonably available - ask directing staff
- Review 'Exercise Use of Telephone' Rules
- The 'Miscellaneous [Joker]' Role Player (Deputy Ex Director - [explain how this will work])
- GO Team
- Crisis Communications (including 'press conference')
- Deaths, Death Notifications and other 'sensitive' information
- Airline HQ based role players not too busy? - feel free to visit CMC (but do so discretely & one at a time. Ask directing staff first)
- Immediate Exercise Feedback (write it down and give to Directing Staff at ENDEX)
- Exercise Hot Wash-up + Late Lunch
- Exercise Cold Wash-up to be completed within 3 working days following exercise
- Subsequent Exercise Evaluations made + Corrective Actions identified / assigned / monitored



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EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

FULL Pre-Exercise Briefing Notes

Note - this 'full' briefing document is to be issued to **exercise directing staff, umpires and role players only**.
A **separate** (much abbreviated / less detail) briefing document will be issued to **exercise participants and observers**

STARTEX & Pre-exercise Briefing and Preparation

Pre-exercise briefings are scheduled for 18th and 19th Jan 2010 (Monday & Tuesday) from 1000 - 1100 on each day

Airline HQ based directing staff, exercise participants, role players and observers must attend one or other of these pre-exercise briefings. The briefings will be held in the Crisis Management Centre at ABCX Airways HQ building

Note that attendance at one or other of these pre-exercise briefings is **IMPORTANT** as information provided will contribute significantly to the smooth running of the exercise on the day - and thus improve the learning experience for exercise participants

Non-HQ based exercise participants will receive pre-briefing either face to face or via telephone

Start of exercise (STARTEX) is expected to be at **1130 UK local time** on **20 Jan 10** when the Operations Control Centre's Duty Manager (ODM) will be first alerted to the exercise accident

Exercise participants (other than ODM and team) and nominated role players will not generally become involved in the exercise until **after 1200 or later**. However, **some** (nominated & pre-briefed) role-players **will** become involved at an earlier point

The **RED** Alert message from the ODM will be transmitted at about **1130-1135**. Exercise **participants** should ensure that they are able to respond to their mobile or landline telephones at this time - (**role players and observers** are invited to do likewise). Mobile phones should be configured so as to be in normal 'telephone mode' if applicable. The capability to take brief notes is recommended

NB - **all** recipients should respond to the initial RED alert message by use of their telephone touch-tone keypad, as per the alerting message instructions, briefed exercise participation role(s) - and as trained (SOP). Otherwise, use common sense when acknowledging the message

Note - Exercise **role players** should generally commence 'role play' at STARTEX or later - **strictly depending on the provided role play timeline and scripts** (latter documents will be issued separately prior to exercise) and / or as briefed otherwise



EXERCISE - in CONFIDENCE

Exercise Scenario

1. It is the current day of the current month of the current year. Local UK time is the same as GMT. You are a member of the ABCX Airways **Emergency Response Team** which is in the process of assembling in response to an Operations Control Centre Duty Manager (ODM) generated **RED** Alert message relating to a confirmed ABCX Airways major aircraft accident overseas
2. Exercise Flight “ABC 999” (Boeing 757 / 235 seating configuration / registration G-xxxx), departed Birmingham, UK (BHX) for Alicante, Spain (ALC), on schedule, at 0900 UK local time / GMT today. Eight crew (2 pilots and 06 cabin crew) and around 235 passengers were believed to have been on board at take-off. Scheduled time of arrival at ALC was 1130 UK local time (1230 local Spanish time)
3. At about 1128 UK time, Exercise Flight ABC 999 declared an emergency (MAYDAY radio call) to ALC Air Traffic Control (ATC) whilst on final approach to land on runway 28 at ALC Airport. The person making the Mayday call stated that “Number 2 engine was on fire” - after this, no further radio transmissions were heard from the aircraft
4. The aircraft is reliably reported to have crashed on a beach on a bearing (direction) of 095 degrees true (approximately due east) and about 1,900 metres short of the runway 28 threshold at ALC airport
5. On contact with the ground the aircraft immediately caught fire in the front, fuselage area and continued to move (on the ground) in a westerly direction (towards the beachside residential area of **URBANOVA**) for around 100 - 200 metres from initial impact point, before finally coming to rest (see diagrams / map next three pages)
6. After initial impact the aircraft had broken into two separate parts, with separation point being just to the rear of the wings. The rear part of the fuselage had come to rest some 100 metres east of (behind / just off the beach) the forward fuselage portion. The forward section came to rest in the middle of the residential area. Some buildings here have been badly damaged and fire is also reported
7. A fierce fire continued in the forward (separated) fuselage section of the aircraft which was rapidly and totally destroyed. The rear (separated) section of the aircraft did not suffer fire but was badly damaged by the impact. Persons had been observed leaving the rear fuselage section on foot



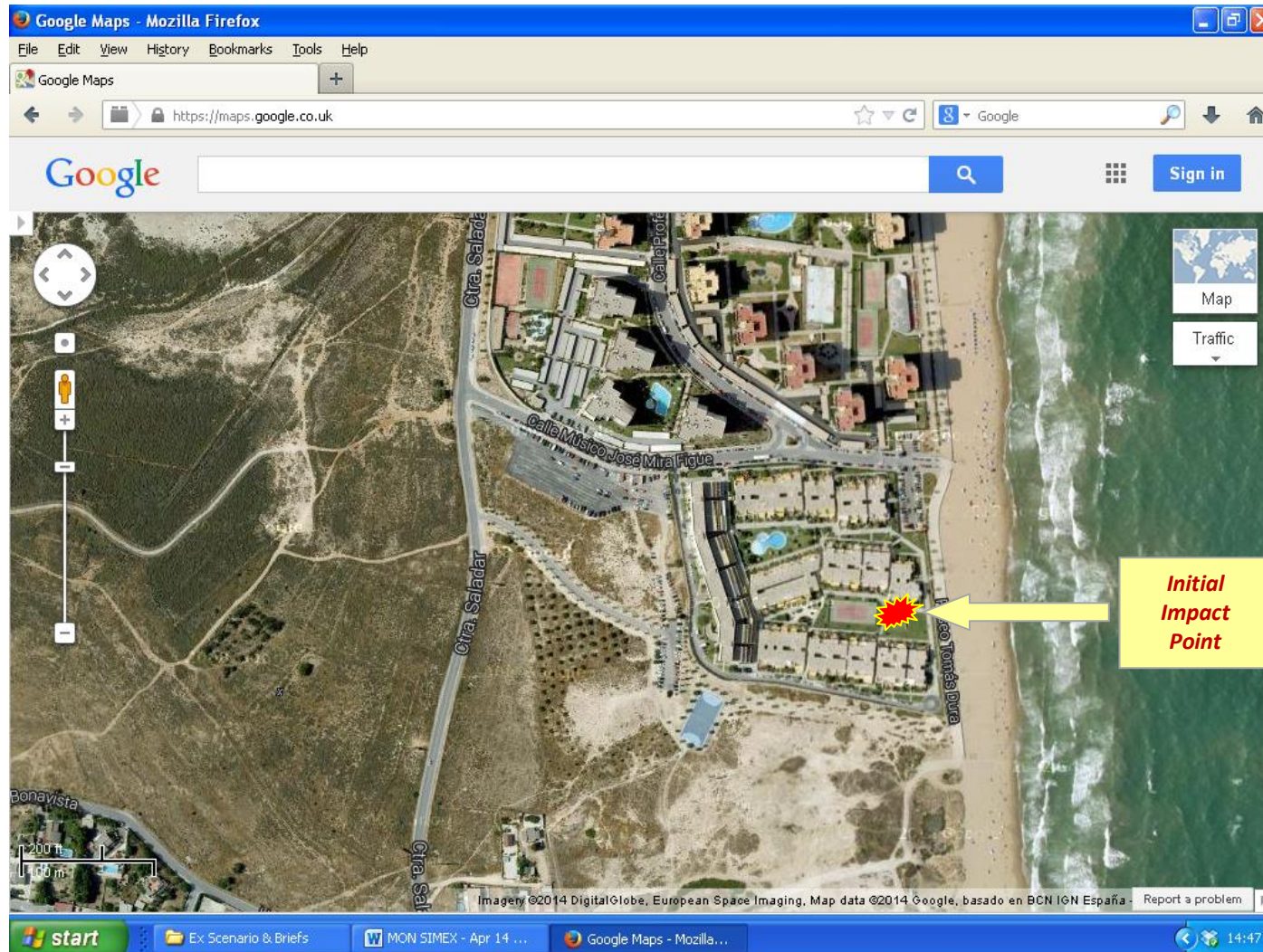
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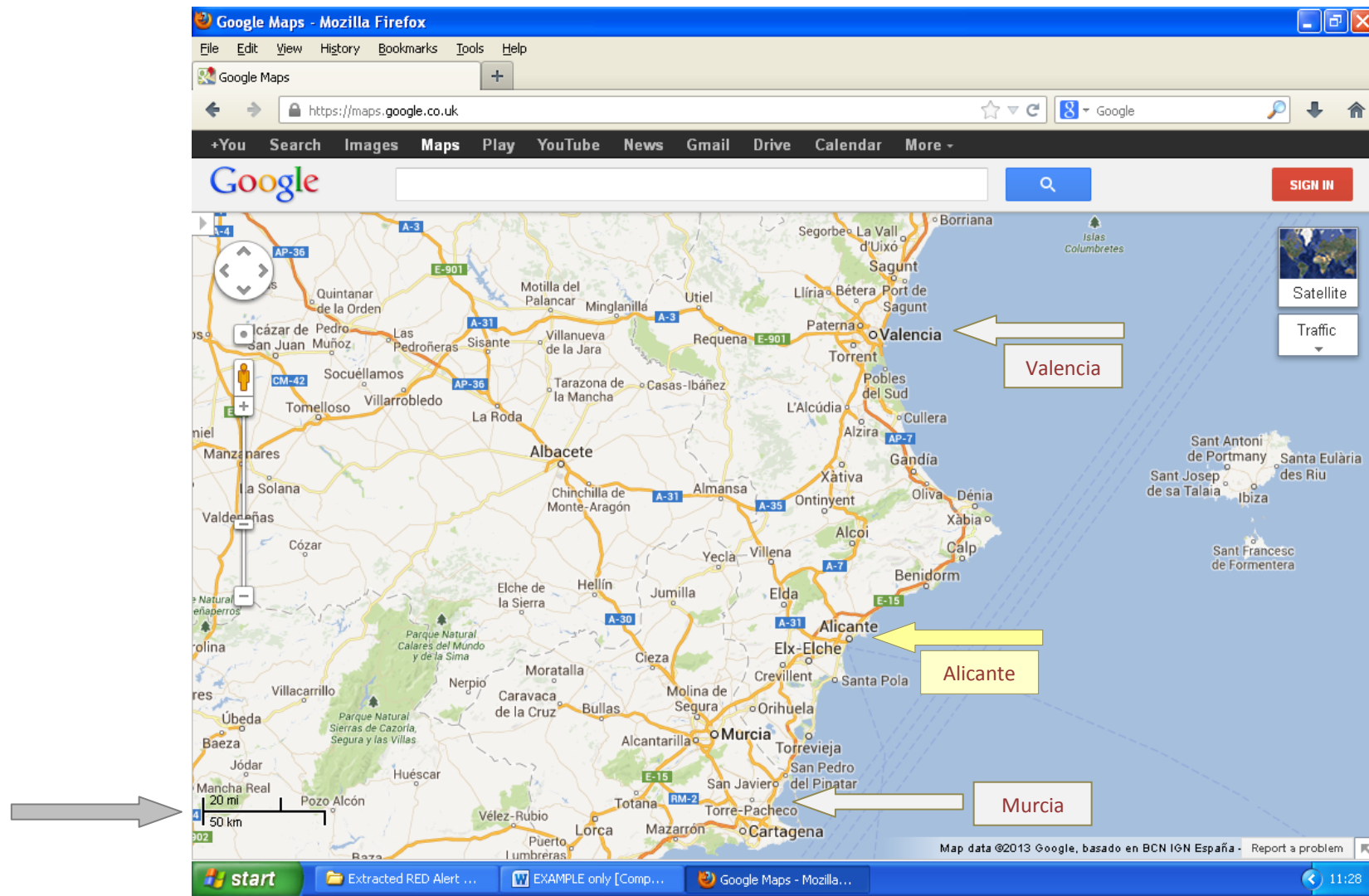


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EXERCISE - in CONFIDENCE - continued

8. Fire & Rescue crews from ALC airport responded rapidly to the ALC ATC alert and arrived at the crash site within about 9 minutes of the accident occurrence. The fire in the forward fuselage was extinguished rapidly (as it had largely [already] burnt out most of the aircraft's combustible material forward of the wings - and also due to heavy rain) and rescue operations commenced for any persons remaining in the rear section, in the vicinity of the wreckage and for any ground victims in the residential area
9. Numerous bodies (assumed dead and / or seriously injured) were reported scattered on the ground between and around the two separated parts of the fuselage
10. Weather conditions at time of the accident were heavy rain and poor visibility, temperature + 13 degrees centigrade and a strong wind from the South (which was only just within the crosswind landing limit of the ABCX Airways aircraft / crew combination)
11. It can be assumed that the greater majority of passengers on board the accident flight were UK nationals travelling on tour package (flight + accommodation) holidays. However, some airfare only passengers (believed to be mainly Spanish citizens) were also being carried. A small number of ABCX Airways staff / staff relatives travelling for leisure and / or business were also believed to have been on board
12. Family, relatives & friends (FR) (assumed to be of Spanish nationality in the main) were waiting in the ALC arrivals hall to meet and greet associated passengers from the ABC 999 flight
13. The Spanish Civil Aviation Authority (DGAC) has directed that ALC Airport and associated (local vicinity) airspace **be closed to all flight operations** (except emergency related helicopter flights) until further notice. The associated NOTAMs (notice to airmen) has been issued
14. Intense media interest is anticipated and TV footage of the accident site, (based on video taken by persons from [relatively] high rise buildings in the URBANOVA area - using smart / mobile phone cameras / similar - and sent to TV stations; posted on TWITTER, FACEBOOK, YOUTUBE etc.), is already being broadcast by some of the major Spanish news channels

A significant amount of associated comment (informed and otherwise) etc. - is also starting to be posted via social media



EXERCISE - in CONFIDENCE - continued

Current Situation (i.e. situation at STARTEX and for next 30 to 60 minutes)

At / Near Accident Site

Fire & Rescue Services

- The ALC Airport Senior Fire & Rescue Officer on duty is in charge of fire & rescue operations at the crash site itself - not contactable directly by the airline. The airport fire and rescue services have been joined by similar emergency services from the surrounding community

It is reported (*unconfirmed*) that no survivors from the forward part of the crashed aircraft should be anticipated

Small numbers of uninjured survivors (*possibly 'walking wounded'*) have been observed at the accident site but there are also significant numbers of persons lying immobile on the ground in the vicinity of the two parts of aircraft wreckage and along the impact path between. Deaths and severe injuries can be anticipated here

Some deaths and severe injuries have also been reported from the residential area of URBANOVA (*Ground victims*)

The Fire & Rescue services have commenced a *medical triage operation* near to the accident site, which is in the process of being gradually handed over to arriving (*on and off-airport*) medical services

Police (Guardia Civil and local Police)

- Police are setting up 150 and 300 metre cordons (*inner and outer cordons respectively*) around the crash site in general - and as far as the sea to the east. The Police at this location are not directly contactable by the airline

The Police are responsible for complete security of the accident location (*including the accident aircraft wreckage*), for initial safeguarding of the dead and also for all personal effects - PEs (but only *moving* bodies and PEs where *strictly necessary* for preservation of evidence purposes)

Initially it can be assumed that the Police will consider the accident site to be a crime scene - and all victims as potential criminals and / or witnesses

All access routes (*via vehicle or on foot*) to the accident location are now strictly controlled by the Police



Medical Services

- Duty medical personnel from ALC are responding to the crash site to direct and undertake **initial** triage and immediate medical treatment operations. The first off-airport ambulances are expected on-scene very soon, as are air ambulance helicopters. Local hospitals (there are several) & mortuaries / funeral directors have been warned to prepare for potentially large numbers of casualties & mass fatalities

In time - the arriving medical services are expected to set up a 'medical service mobile command post' at the crash site outer cordon - from where triage and immediate medical care operations will continue - including the vital task of keeping a tally of the numbers of which injured have been sent to which hospitals, using the standard 'ICAO triage tag system'

Alicante Airport Authority / Operator

- The ALC airport authority (AENA) has implemented its 'Airport Emergency Plan (AEP)' which includes, amongst other things, the setting up of an '**Emergency Operations Centre (EOC)**' at the airport and the deployment of an AENA '**mobile command post**' (MCP) to the accident site

ABCX Airways 'airline representative' at ALC (AEROPUERTO GROUND HANDLING - AGH) is expected (by AENA) to deploy a representative to the ALC EOC and also to the AENA MCP at the accident location

It is standard procedure for ALC airport (and any other commercial airport for that matter in similar circumstances) to set up and operate several centres at the airport for the reception, holding, security and welfare of several 'groups' associated with the accident. These are (using typically representative titles):

- Uninjured Crew Reception Centre Airport (Airside) - **CRC (A)**
- Uninjured Passenger (Survivor) Reception Centre Airport (Airside) - **SRC (A)**
- Family, Relatives & Friends Reception Centre Airport (Landside) - **FRRC** (mainly for 'meeters and greeters' waiting for accident flight)
- Reuniting Area - Airport - **RA (A)**

Media Response

By accident time + 30 minutes most major TV news channels world-wide are already showing 'breaking news' video coverage of the crash site. This includes all major Spanish news channels. The airline logo on the aircraft's tail is undamaged and clearly visible

Social media sites are also 'going ballistic' - mostly related to two main subject areas i.e. speculation / blame.....and sympathy



Away from Accident Site

ABCX Airways HQ

- The airline's ODM assumes complete airline crisis management (command, control, co-ordination & communication) responsibility until such time as the airline's Crisis Management Centre (CMC) is in a position to assume same - as per standard airline procedure

Meanwhile, the airline can be assumed to be alerting and activating its entire emergency response team (including nominated elements from ABCX Airways parent group) and plan in response to the ODM's initial **RED** Alert aircraft accident alerting and activation message

ABCX Airways representative Station Manager ALC (provided by AGH) and BHX Station Manager (provided by ABCX Airways) are expected to set up their own ABCX Airways '**Local Accident Control Centres**' (LACC) at their Stations - with the Station Managers (or alternate persons) assuming the titles '**Controller - ALC LACC**' and '**Controller - BHX LACC**' respectively

An ABCX Airways GO Team will be formed and is expected to deploy from UK ASAP (within 4 hours maximum of accident notification to airline) from airline HQ airport - to an operationally suitable airport as near as possible to ALC (GO Team 'airport nearest')

UK Civil Aviation Authority

- Aware of crisis and responding accordingly

UK - Department for Transport's - *Air Accident Investigation Branch*

- Aware of crisis and responding and responding accordingly

xxxxxxx *Emergency Services - XES*

- To be notified / activated / strategically managed by ODM and CMC during exercise - as if the exercise scenario was for real

Note 1: XES is an ABCX Airways contracted, specialist third party (commercial) supplier of designated emergency response services - including (amongst others) the provision of an adequate emergency (telephone) call centre facility - plus the provision of various humanitarian (family) assistance services

Note 2: XES is a real (actual) commercial supplier of such services i.e. it has been de-identified in this guideline



Centre for Psychology Trauma - CPT

- To be notified / activated by ODM and CMC during exercise - as if the exercise scenario was for real

Note: CPT is an ABCX Airways contracted specialist third party supplier of designated humanitarian assistance (psychosocial type) services. It is a real organisation which has been de-identified for the purposes of this guideline

Media

- As per information already provided above, media interest is gathering momentum and is very quickly (within next 60 to 90 minutes) expected to become intense - particularly in UK and Spain

EXERCISE - in CONFIDENCE



Conduct of Exercise & Approximate Timings

- Please review again the information shown on the first page (page 41) of these '*Full Pre-exercise Briefing Notes*'
- The exercise will commence with a **RED** Alert Aircraft Accident message from the Operations Control Centre's Duty Manager (ODM) - using the airline's automated (mass) alerting system. This and subsequent ODM alerting / similar messages (related to the exercise only) will always start & finish with the words '**EXERCISE, EXERCISE, EXERCISE**'
- Exercise **participants** and '*potential participants*' are to initially react to the alerting message as directed at any of the **pre-exercise briefings** - or otherwise as per standard airline emergency / crisis response procedure

Note - The term '*potential participants*' generally refers here to those receiving the alert message, but who are **not** directly involved with **this** particular exercise on **this** occasion - but who **would** need to become involved in the event of a real crisis

- Exercise **participants** will typically comprise pre-nominated personnel from the OCC, Crisis Director, Crisis Controller, Log Manager, CMC Administrator and **selected** Crisis Support Unit teams (including the Crisis Communications Team [CCT])

Airline and ground handling personnel from the (simulated) accident flight's departure and destination stations (airports) can be (and are) both **participants** and **role players** in this particular exercise

With the exception of exercise directing staff, observers, visitors and those detailed above - all other persons involved with the exercise (including some external parties such as the UK's 'air accident investigation branch') will be generally doing so as **role players** - either role playing one of several pre-briefed exercise roles and / or self-playing themselves

- Exercise directing staff:

* Exercise Director	Insert Name & Contact Details here (located CMC)
* Dep Exercise Director	Insert Name & Contact Details here (located with Role Players)
* Asst Exercise Director	Insert Name & Contact Details here (located with GO Team)
* Asst Exercise Director	Insert Name & Contact Details here (located with CCT)

CCT = Crisis Communications Team



➤ **Exercise timings:**

Pre-exercise Briefings

Pre-exercise briefings will be held on 18th and 19th January 2010 (choice of two dates to provide flexibility in attending one or other of the briefings)

Location - ABCX Airways CMC (airline HQ)

Times - 1000 to 1100 each day (all times UK local [UK local time is the same as GMT for this exercise])

Exercise Phase 1 - 20 Jan 10

1130	STARTEX with ODM & team. Role play involvement commences
1200 - 1230	Gradual manning of CMC (intent is to simulate staggered arrivals)
1230 - 1240	Handover of crisis command & control (C4) from ODM to CMC
1245	C4 handover to CMC must be completed by no later than 1245 to ensure that exercise timeline is maintained. THIS IS IMPORTANT

Exercise Phase 2 - 20 Jan 10

1245 - 1415. Exercise phase 2 takes place (role play and interaction)

All exercise participants and role players

Simulated Shift Changeover for most Exercise Participants plus General Break for All

1415 - 1445

All exercise participants and role players take a break. Participants assume a **notional** shift change. In reality, primary participants swop roles and responsibilities / positions with those secondary participants who had been observing them during Exercise phases 1 and 2

IMPORTANT - All exercise participants, role players and observers to be back in position and exercise role by **no later than 1442**

Exercise Phase 3 - 20 Jan 10

1445 - 1600. Exercise phase 3 takes place (more role play and interaction)

All exercise participants and role players



End of Exercise (ENDEX) plus Break

1600 ENDEX

1600 - 1630. Break (Refreshments provided)

IMPORTANT - All exercise *participants, observers and role players* (based at or near airline HQ) should be back in the CMC by *no later than 1625* for the exercise hot debrief. All other exercise participants and role players are asked to join the hot wash-up at **1630** via conference call - if possible / practicable (details of latter TBA)

Hot Wash-up (Debrief) - 20 Jan 10

1630 - 1715 - All exercise participants, observers and role players

Debrief moderated and recorded by Exercise Director(s) (including deputy & assistants)

Cold Wash-up (Debrief) - 24 Jan 10

1000 - 1200 / **Monday** 24 January 2010 - All exercise participants, observers and role players

Debrief moderated and recorded by Exercise Director(s) (including deputy & assistants)

WARNING

All exercise role play and associated *speech* and *written text* is always to be *initially* preceded by the verbal or written words "**Exercise** / **Exercise** / **Exercise**" - as appropriate

Once this has been done with a particular exercise participant(s) and / or role player(s) for the *first* time, the single word '**Exercise**' may be used in a similar manner for *subsequent* communications with that *same* person(s)

Should an **actual** crisis occur during running of the exercise, all **written** and **spoken** correspondence concerning the **real** crisis is to be preceded by the words "**Real Emergency**" - until such time as it is evident that the real crisis can no longer be confused with the exercise

The exercise will be terminated immediately that existence of a real crisis becomes known



IMPORTANT NOTE

Until the exercise is complete, only some of the information shown above (pages 41 to 53) would be made available to exercise *participants* and *observers*. The information to be made available to them is that shown on page 41 and pages 51 to 53 *only*

To facilitate this, it might be best to produce and issue (to all those concerned as per the paragraph immediately above) a *separate* briefing document entitled:

ABBREVIATED Pre-Exercise Briefing Notes



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EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

PASSENGER MANIFEST / EXERCISE FLIGHT ABC 999 / BHX to ALC / STD 0900 / STA 1130 - 20 Jan 10

Boeing 757 G-xxxx: TOTAL PAX=235 (First 38 passengers **only** shown on this **example** page)

1. 1/ ADAMSSON / KJ MRS	BN116 SN8C	Y ALC ORML RSN EMB BAG 7
2. 1/ AKUFFTON / ADRI B	BN214 SN17D	Y ALC PSM ASR ORML EMB BAG 0
3. 4/ ALBRON / LMMRS	BN094 SN7A	Y ALC PSM ASR ORML CKIN XBAG
ALBRON / AB MR	BN095 SN7B	Y ALC ASR ORML EMB
ALBRON / NO MR	BN096 SN7C	Y ALC ASR ORML EMB
ALBRON / AB CHD	BN097 SN7D	Y ALC CHD ASR ORML EMB
4. 1/ ALLIN / RICH J+	BN070 SN36A	Y ALC ASR ORML EMB BAG 2
5. 1/ ANOYDRIS / C MR AY2	BN160 SN11D	Y ALC ASR ORML EMB BAG 2
6. 1/ ARESIN / LEIG+	BN086 SN41E	Y ALC PSM ASR ORML EMB BAG 2
7. 1/ BADERUN / LISA BU2	BN171 SN37A	Y ALC PSM ASR ORML EMB BAG 0
8. 4/ BAKERLOO / E MRS	BN144 SN7F	Y ALC PSM ASR ORML EMB BAG 4
BAKERLOO / JAB MR	BN145 SN7E	Y ALC ASR ORML EMB
BAKERLOO / JK CHD	BN146 SN6E	Y ALC CHD ASR ORML EMB
BAKERLOO / JA CH+	BN147 SN6F	Y ALC CHD ASR ORML EMB
9. 2/ BARNS / P MRS	BN165 SN8E	Y ALC ASR ORML EMB BAG 2
BARNS / HI MRS	BN166 SN8F	Y ALC ASR ORML EMB
10. 1/ BATMAN / X MR	BN235 SN1B	Y ALC PAD URES SA EMB BAG 0
11. 4/ BEAMISH/JMRS	BN190 SN10A	Y ALC ASR ORML CKIN EMB BAG 4
BEAMISH/J KMR	BN191 SN10B	Y ALC ASR ORML EMB
BEAMISH/JAB MR	BN192 SN10C	Y ALC ASR ORML EMB
BEAMISH/JBC MR	BN193 SN10D	Y ALC ASR ORML EMB
12. 1/ BELL / CH IA+	BN114 SN35D	Y ALC ASR ORML EMB BAG 1
13. 1/ BELSON / RS MS W4	BN134 SN25B	Y ALC ASR ORML EMB BAG 4
14. 1/ BERTON / A MR AD4	BN149 SN21B	Y ALC ASR ORML EMB BAG 4
15. 1/ BLYTHE / GH MR AB3	BN141 SN23F	Y ALC ASR ORML EMB BAG 3
16. 1/ BONN / D MR AD4	BN150 SN21A	Y ALC ASR ORML EMB BAG 0
17. 1/ BRENDAN / S MRS AE2	BN185 SN22E	Y ALC ASR ORML EMB BAG 2
18. 1/ BRINDLE/CHAR J+ CA4	BN112 SN34A	Y ALC PSM ASR ORML EMB BAG 1
19. 4/ BRIMSTON / ASHL	BN003 SN40D	Y ALC CHD PSM ASR ORML EMB
BRIMSTON / EMMA +	BN004 SN40F	Y ALC ASR ORML EMB
BRIMSTON / NEIL P	BN005 SN40E	Y ALC ASR ORML EMB
BRIMSTON / RYAN J +	BN006 SN39F	Y ALC ASR ORML EMB
20. 1/ BURTIN / D MRS	BN225 SN3A	Y ALC PSM ASR EMB BAG 5
21. 1/ CALPAN/LIND L+	BN043 SN41D	Y ALC PSM ASR ORML EMB BAG 1
22. 1/ CASK / EMIL+ BZ2	BN066 SN35E	Y ALC PSM MSG ASR ORML EMB BAG 2
23. 1/ COED / JK MR W4	BN135 SN25C	Y ALC ASR ORML EMB BAG 0
24. 1/ COLLINS / KATE	BN111 SN34B	Y ALC PSM ASR ORML EMB BAG 1
25. 1/ COWANS / HELE M+	BN172 SN37B	Y ALC PSM ASR ORML EMB BAG 0



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EXAMPLE only - *ABCX Airways - Emergency Exercise 'ABC 1 / 10' - 20 Jan 10* (all times UK Local i.e. same as GMT)

Crew List (Part of General Declaration - GD)

Flight No: ABC 999 (Exercise) - Boeing 757 / G-xxxx

Flight Date: 20 Jan 10

Flight Route: BHX - ALC

STD BHX - 0900 GMT / **STA ALC** - 1130 GMT

	<i>Staff No</i>	<i>Designator</i>	<i>Name</i>	<i>Abbrev</i>	<i>Nationality</i>	<i>Passport No</i>	<i>Sex</i>	<i>DOB</i>
01	123665	CAPT	JOHN SMITH	XXX	GB	11111111A	M	25FEB58
02	231746	FO	JACK PIROGUE	XYX	GB	11112222B	M	17JUN68
03	998877	CM	KAREN ST JEAN	YYA	FR	22334455X	F	21SEP73
04	119900	CM	ALICIA FRANKS	YYB	GB	112665542S	F	04FEB80
05	223311	CC	JANE SYMMS	YYC	GB	24242411G	F	03APR87
06	873521	CC	JULIA HOLMES	YYD	GB	2644321FF	F	07MAR84
07	786541	CC	JOHN TIMMS	YYE	GB	21298535R	M	19DEC82
08	352910	CC	BEATRICE GARCIA	YYF	ES	165421371	F	01JAN81



EXAMPLE only - *ABCX Airways - Emergency Exercise 'ABC 1 / 10' - 20 Jan 10* (all times UK Local i.e. same as GMT)

Crew List (Including Post-Accident 'Status')

Flight No: ABC 999 (Exercise) - Boeing 757 / G-xxxx

Flight Date: 20 Jan 10

Flight Route: BHX - ALC

STD BHX - 0900 GMT / **STA ALC** - 1130 GMT

	<i>Staff No</i>	<i>Designator</i>	<i>Name</i>	<i>Abbrev</i>	<i>Nationality</i>	<i>Passport No</i>	<i>Sex</i>	<i>DOB</i>	<i>Status</i>
01	123665	CAPT	JOHN SMITH	XXX	GB	11111111A	M	25FEB58	Killed
02	231746	FO	JACK PIROGUE	XYX	GB	11112222B	M	17JUN68	Killed
03	998877	CM	KAREN ST JEAN	YYA	FR	22334455X	F	21SEP73	Killed
04	119900	CM	ALICIA FRANKS	YYB	GB	112665542S	F	04FEB80	Injured
05	223311	CC	JANE SYMMS	YYC	GB	24242411G	F	03APR87	Killed
06	873521	CC	JULIA HOLMES	YYD	GB	2644321FF	F	07MAR84	Uninjured
07	786541	CC	JOHN TIMMS	YYE	GB	21298535R	M	19DEC82	Killed
08	352910	CC	BEATRICE GARCIA	YYF	ES	165421371	F	01JAN81	Missing / Killed
* 09	123654	GND ENG	GLYN BANKS	XYZ	GB	4724133SR	M	18APR58	Missing / Killed

* Jump Seat Passenger - not declared on initial General Declaration nor included in Passenger Manifest due 'human error' by check-in staff



EXAMPLE only - *ABCX Airways - Emergency Exercise 'ABC 1 / 10' - 20 Jan 10* (all times UK Local i.e. same as GMT)

Crew List (Including 'Next of Kin' / 'Closest Relative' etc.)

Flight No: ABC 999 (Exercise) - Boeing 757 / G-xxxx

Flight Date: 20 Jan 10

Flight Route: BHX - ALC

STD BHX - 0900 GMT / **STA ALC** - 1130 GMT

	<i>Staff No</i>	<i>Designator</i>	<i>Name</i>	<i>Abbrev</i>	<i>Nationality</i>	<i>Passport No</i>	<i>Sex</i>	<i>DOB</i>
01.	123665	CAPT	JOHN SMITH	XXX	GB	11111111A	M	25FEB58
Next of Kin			Mrs Stella Smith / <i>Wife</i>					
02.	231746	FO	JACK PIROGUE	XYX	GB	11112222B	M	17JUN68
Next of Kin			Mrs Marie Pirogue / <i>Wife</i>					
03.	998877	CM	KAREN ST JEAN	YYA	FR	22334455X	F	21SEP73
Next of Kin			Mr James St Jean / <i>Husband</i>					
04.	119900	CM	ALICIA FRANKS	YYB	GB	112665542S	F	04FEB80
Next of Kin			Miss Jenny Franks / <i>Sister</i>					
05.	223311	CC	JANE SYMMS	YYC	GB	24242411G	F	03APR87
Next of Kin			Mr Arthur Symms / <i>Father</i>					
06.	873521	CC	JULIA HOLMES	YYD	GB	2644321FF	F	07MAR84
Next of Kin			Mr Simon Holmes / <i>Father</i>					
07.	786541	CC	JOHN TIMMS	YYE	GB	21298535R	M	19DEC82
Next of Kin			Mrs Sarah Timms / <i>Mother</i>					
08.	352910	CC	BEATRICE GARCIA	YYF	ES	165421371	F	01JAN81
Next of Kin			Mr Manual Garcia / <i>Father</i>					
09.	123654	ENG	GLYN BANKS	XYZ	GB	4724133SR	M	18APR58
Next of Kin			Mrs Elizabeth Banks / <i>Wife</i>					



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EXAMPLE only - *ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10*

AIR WAYBILL

No: 1234567

Shipper

ABC Freight Forwarders - Coventry, United Kingdom

Consignee

XYZ Enterprises, Alicante, Spain

Departure Airport

BHX

Arrival Airport

ALC

Carrier

AB / ABC 999 / 20 Jan 10

Handling Information

1 piece Dangerous Goods as per attached shipper's declaration

Dangerous Goods Details

1 x Pallet containing 20 boxes of Aerosols

Each box contains	12 aerosol cans
Pallet + Load Dimensions	1m x 1m x 1m
Total Weight	100 kg

SHIPPER'S DECLARATION for DANGEROUS GOODS

Shipper

- ABC Freight Forwarders, Coventry, UK

Consignee

- XYZ Enterprises, Alicante, Spain

Air Waybill

- No 1234567

Departure Airport: **BHX**

Destination Airport: **ALC**

Nature & Quantity of Dangerous Goods

CLASS 2.2 / UN1950 / Pack Group III AEROSOLS (NON-FLAMMABLE)

20 BOXES (12 AEROSOLS PER BOX) - DIM 1m x 1m x 1m - Weight 100 Kg

I hereby declare that the consignment contents are fully and accurately described and marked and in a fit state for air transport as per international and national regulations

Signature: xxxxxxxx

Name: A Johnson

Date: 20 Jan 10



SPECIAL LOAD NOTIFICATION TO AIRCRAFT COMMANDER / CAPTAIN (NOTOC)

Station of Loading	BHX
Flight No / Date / AC REG	ABC 999 / 20 Jan 10 / G - xxxx
Station of Unloading	ALC
Air Waybill No	1234567
Prepared by	Tom Mix
Signed by	Tom Mix

DANGEROUS GOODS

Proper Shipping Name	AEROSOLS
Class or Division	2.2
UN / ID No	UN 1950
Number of Packages	20 boxes loaded onto 1 pallet
Packing Group	III
Total Mass	100 kg
Loading Position	CPT 4

I confirm that the articles listed above were loaded as shown - and that there was no evidence of damaged or leaking packaging

Loading Supervisor's Name & Signature	M Alexandropolis
---------------------------------------	------------------

Captain's Name & Signature	J Smith
----------------------------	---------

CARGO MANIFEST

ABC 999 / BHX to ALC / 20 Jan 10

AWB No	1234567
Nature of Goods	Aerosols
No of packages	1 x Pallet containing 20 x boxes aerosols (12 cans per box)
Gross Weight	100 KG



Deliberately Blank



EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

Exercise - Crisis Contacts Directory

24H Operations Control Centre - Airline HQ

Ops Duty Manager (airline HQ)	+ 44 (0)1432 xxx xxxx * Crisis Hotline
	+ 44 (0)777 913 xxxx MP
	+ 44 (0)1432 xxx xxxx
	+ 44 (0)1432 xxx xxxx - FAX
	YYYYXYZ - SITA
	ODM@abcxairways.com

* For emergency / critical crisis use only

Deputy Operations Duty Manager	+ 44 (0)1432 xxx xxxx
	operations@abcxairways.com

Head of Airline Operations	+ 44 (0)1432 xxx xxxx
Deputy to above	+ 44 (0)1432 xxx xxxx
Crewing Manager	+ 44 (0)1432 xxx xxxx

'EXPERT' Crisis Support & Directing Staff

Emergency Planning Manager (EPM)	+ 44 (0)1432 xxx xxxx
Deputy EPM / HAT Manager	+ 44 (0)1432 xxx xxxx



Exercise - Crisis Contacts Directory - continued

Crisis Management Centre - CMC

Management Team

Crisis Director	+ 44 (0)1432 xxx xxxx	cdcmc@abcxairways.com
Deputy CD	+ 44 (0)1432 xxx xxxx	depdcsmc@abcxairways.com
Crisis Controller	+ 44 (0)1432 xxx xxxx	cccmcm@abcxairways.com
Log Manager	+ 44 (0)1432 xxx xxxx	lmcmcm@abcxairways.com
Administrator	+ 44 (0)1432 xxx xxxx	admincmcm@abcxairways.com

Crisis Support Unit Reps in CMC

Airports / Ground Ops	+ 44 (0)1432 xxx xxxx	aptsmcm@abcxairways.com
Cabin Crew	+ 44 (0)1432 xxx xxxx	cccmcm@abcxairways.com
Engineering	+ 44 (0)1432 xxx xxxx	engcmcm@abcxairways.com
Finance	+ 44 (0)1432 xxx xxxx	fincmcm@abcxairways.com
Flight Operations	+ 44 (0)1432 xxx xxxx	fopsmcm@abcxairways.com
Insurance	+ 44 (0)1432 xxx xxxx	inscmcm@abcxairways.com
Legal	+ 44 (0)1432 xxx xxxx	legalsmcm@abcxairways.com
Safety / Quality	+ 44 (0)1432 xxx xxxx	safesmcm@abcxairways.com
Security	+ 44 (0)1432 xxx xxxx	seccmcm@abcxairways.com
Staff Travel	+ 44 (0)1432 xxx xxxx	stcmcm@abcxairways.com

Liaison & Support Reps in CMC

GO Team	+ 44 (0)1432 xxx xxxx	gocmcm@abcxairways.com
Emergency Call Centre	+ 44 (0)1432 xxx xxxx	ecccmcm@abcxairways.com
Crisis Communications	+ 44 (0)1432 xxx xxxx	mediacmcm@abcxairways.com
HAT	+ 44 (0)1432 xxx xxxx	hatcmcm@abcxairways.com
OCC Duty Manager	+ 44 (0)1432 xxx xxxx	occcmcm@abcxairways.com

CMC Dedicated Use Mobile Phones & Satellite Phones

	+ 44 (0)777 xxx xxxx MP
	+ 44 (0)777 xxx xxxx MP
	+ 44 (0)777 xxx xxxx MP
	+ 8816 314 xxx xxxx (PIN1111) – SP
	+ 8816 314 xxx xxxx (PIN2222) - SP
CMC FAX Inbound	+ 44 (0)1432 xxx xxxx
CMC FAX Outbound	+ 44 (0)1432 xxx xxxx



Exercise - Crisis Contacts Directory - continued

Crisis Communications Centre

*** Crisis Communications Centre (CCC)**
(Ground Floor Airline HQ - No 1 & 2 Meeting Rooms)

*** Only manned at time of major crisis**

Media Incident Line (for calls from media - manned by 10 x Press Agents - 20 lines available)

0845 075 xxxx

CCC Manager	+ 44 (0)1432 xxx xxxx
Press Agent Supervisor	+ 44 (0)1432 xxx xxxx
Internal Communications Supervisor	+ 44 (0)1432 xxx xxxx
Statement Writer	+ 44 (0)1432 xxx xxxx
Website Input / Tech	+ 44 (0)1432 xxx xxxx
Social Media	+ 44 (0)1432 xxx xxxx
Media Monitor	+ 44 (0)1432 xxx xxxx



Exercise - Crisis Contacts Directory - continued

ROLE PLAYERS

AAIB (S)	Accident Reporting (first call) - 01252 510xxx
	01252 376xxx FAX / ask for 'Information Office'
BBC TV News 24	01xxx 6xxxxxx or 0777 xxx xxxx
BALPA - MONDY Ron (Pilot Union Rep)	01xxx 6xxxxxx or 0777 xxx xxxx
xxxxx xxxxxxxx (MD ABCX Group)	01xxx 6xxxxxx or 0777 xxx xxxx
BONN Cher Mrs (Relative)	01xxx 6xxxxxx or 0777 xxx xxxx
xxxxx xxxxxxxx (MD Airline)	01xxx 6xxxxxx or 0777 xxx xxxx
Carnation Cruises	01xxx 6xxxxxx or 0777 xxx xxxx
Casualty Bureau - Birmingham Police	0121 6xxxxxx or 0777 xxx xxxx
Centre for Psychology Trauma (CPT) (S)	0870 840 xxxx
Spanish Air Accident Investigation Authority (CIAIAC) via	+34 966 xxxxxxx or +34 639 xxxxxx MP
Code-share Partner	+34 945 xxxxxxx or +34 600 xxxxxx MP
ABCX Customer Services Call Centre	01xxx 6xxxxxx or 0777 xxx xxxx
Crash Site Team (CST) - Engineer - ALC based	01xxx 6xxxxxx or 0777 xxx xxxx
Crisis Director (S)	01432 6xxxxxx or 0777 xxx xxxx
DADSWELL George Mr (Relative)	01xxx 6xxxxxx or 0777 xxx xxxx
DGAC (Spanish CAA)	via +34 966 xxxxxx or +34 639 xxxxxx MP
Director Customer Services	01xxx 6xxxxxx or 0777 xxx xxxx
Director Distribution (Retail / Shops)	01xxx 6xxxxxx or 0777 xxx xxxx
Engineering CSU	01432 6xxxxxx or 0777 xxx xxxx



Flight Safety Department	01xxx 6xxxxxx or 0777 xxx xxxx
FORDHAM Jim Mr (Relative)	01xxx 6xxxxxx or 0777 xxx xxxx
Holmes Julia (Miss) - Cabin Crew	0777 xxx xxxx
Insurance CSU (S) - airline HQ	01432 6xxxxxx or 0777 xxx xxxx
Internal Communications (HR) (S)	See - 'Crisis Communications Centre'
XES (S)	0791 9xx xxxx or 01344 3xxxxx / 3xxxxx FAX
Leader GO Team (LGT) (S)	0777 xxx xxxx
Local Accident Control Centres (LACC)	BHX & ALC - see 'Station Manager'
xxxx xxxxxxxx (V senior management)	***TBA***
MAINTROL - Airline HQ	01xxx 6xxxxxx or 0777 xxx xxxx
Media Response Team (S)	See - 'Crisis Communications Centre'
Miscellaneous - Role Player for any other (ad hoc) roles 01xxx 6xxxxxx or 0777 xxx xxxx	
PIROGUE Marie (Wife of First Officer)	01xxx 6xxxxxx or 0777 xxx xxxx
Duty Press Officer (S) - airline HQ	See - 'Crisis Communications Centre'
HAT Controller CMC (S)	01432 6xxxxxx or 0777 xxx xxxx
HAT Manager (S)	01xxx 6xxxxxx or 0777 xxx xxxx
HAT Members (S)	***TBA***



SMITH Stella Mrs (Wife of Captain)	01xxx 6xxxxxx or 0777 xxx xxxx
Station Manager / GHA Birmingham (S)	- same person plays both roles 01xxx 6xxxxxx or 0777 xxx xxxx
Station Manager / GHA Alicante (S)	- same person plays both roles +34 966 xxxxxxx or +34 639 xxxxxx MP
Crew Training Administrator - Airline HQ	01xxx 6xxxxxx or 0777 xxx xxxx
UNITE - DAVIDSON Sarah (Cabin Crew Union)	01xxx 6xxxxxx or 0777 xxx xxxx
Webmaster / deputy Webmaster (S)	See - 'Crisis Communications Centre'

(S) = Self played role player (role player plays him / herself)



EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

Rules for use when making / taking Exercise Telephone Calls

For CMC Staff [Exercise Participants] at ABCX Airways HQ - Taking Calls

- Answer calls by stating your exercise **participant** role & telephone number
- Take the call
- Have pen and paper ready to note down any information given
- Note call time, **role-play role / title of caller** and telephone number(s) called from
- Provide the appropriate response to the caller
- **IMPORTANT - BE AS BRIEF AS POSSIBLE WITH ALL CALLS**
- Any problems - ask **Exercise Director or Assistant Exercise Director** for assistance

For CMC Staff [Exercise Participants] - Making Calls

- **Only use the provided exercise telephone directory for all numbers needed**
- Do not call any **other** numbers unless you check first with Exercise Director
- When your call is answered - state your exercise **participant** role (e.g. *Crisis Director, Crisis Controller* etc.) and your contact number; state clearly who you wish to speak to (use exercise **role-play titles / names** for this purpose if available e.g. *Managing Director, Controller LACC Birmingham, AAIB* etc.); pass your message in a clear voice /manner
- Have pen and paper handy to note down any information received
- Remember that **role players** will not necessarily be **fully** familiar with all details of the crisis roles which they will be playing - therefore, be patient and understanding. If you need more information than the role player is able to give - the role player will almost certainly end the call - with the promise to call you back with the required information (or put you on hold to the same effect). You should get called back as promised, in due course
- **IMPORTANT - BE AS BRIEF AS POSSIBLE with the telephone calls**
- Any problems - ask **Exercise Director / Assistant Exercise Director** for assistance

For Role Play Staff (or Staff / Others Playing Themselves) - Making Calls

- Call only the numbers and roles as per your role play & input guide (script)
- **MAKE YOUR CALLS ON TIME - this is very important**
- When you call is answered - state who you are (i.e. your exercise **role-player role / name / title etc/**) and your contact number(s)
- Pass the message to the person called using just about the exact words shown in your role play & input guide (exercise script), except that you may put some **personal interpretation** on the message, provided that its meaning is still clearly understood by the called person
- Role-play if you feel so inclined i.e. act the part (angry, distressed, frustrated etc.)



- **IMPORTANT - BE AS BRIEF AS POSSIBLE with the telephone calls** - long calls will only delay the exercise timeline and can cause **BIG** problems
- Ask **Deputy Exercise Director** for assistance if you run into any sort of problem e.g. what to say to an unscripted question / request for information; equipment problems etc.

For Role Play Staff (or Staff / Others Playing Themselves) - Taking Calls

- Listen to the caller - the caller should identify him / herself by **participant** role (e.g. “*this is the deputy Crisis Director calling*”) and telephone number.....then the caller will ask to speak to the **role player** (by exercise role play name / title) that he / she wishes to contact - which **should** be one of the roles assigned to **you** (if you have more than one - which is likely)
- When responding, you should assume (take on) the role that the caller has asked to speak to (remember - most role players will be playing **several** different roles!)
- If a caller has called the **wrong role player** (as related to the caller’s query) - advise him or her that they “have the wrong number” and end the call. Do not try to help
- The **Deputy Exercise Director** will take on the assignment of “**miscellaneous / ad hoc**” **role player** - taking all calls from the CMC for which there are **no role players** scripted in the exercise scenario. Such calls are a real possibility and might be made by **exercise** participants as if the exercise were for real
- **IMPORTANT - BE AS BRIEF AS POSSIBLE with telephone calls**. Long calls will upset the exercise time line and can cause **big** problems
- Ask **Deputy Exercise Director** for assistance if you run in to any sort of problem e.g. what to say to an unscripted question / request for information; equipment problems etc.

Note - remember that all calls coming **from CMC to role players** will be **unscripted**. In such circumstances the role player taking the call should listen carefully to the caller and respond accordingly. If you do not know what to say - either:

- ✓ Put the caller on hold - ask **Deputy Exercise Director** for the required answer / information, and then reconnect and give the information to the caller **OR**
- ✓ Promise to call back with the required information and end the call. Then ask **Deputy Exercise Director** for the desired information - not forgetting to then call back the original caller with the information required

ALL WATCHES, CLOCKS & OTHER TIME PIECES USED BY EXERCISE PARTICIPANTS & ROLE PLAYERS SHALL BE SYNCHRONISED TO EXERCISE TIME PRIOR TO STARTEX - activate link below for a time check

<http://www.greenwichmeantime.com/>



EXAMPLE only

Operation of CMC Landline Telephones

For calls within xxxxxxx (e.g. airline HQ facility) dial the last 4 digits only of the number to be called. For all other calls insert number '9' before desired number - and then dial the latter in **full**

Use of Headset - Plug headset attachment into the loose curly cable extension leading from the underside of the phone - if fitted. With headset on and to make a call - simply press the '**HEADSET**' button on the telephone. To receive a call press the '**ANSWER**' soft key

Put Phone on Loudspeaker - Press **speaker** (symbol) button at bottom right of telephone

Pick up Incoming Call from another Telephone - Pick up handset & Dial 2xxx, then press the '**DIAL**' soft key

Transfer a Call - To **another phone number** within xxxxxxx. Press the '**MORE**' soft-key, followed by the '**TRANSF**' soft-key - then press last four digits of telephone number to be transferred to, followed by '**DIAL**' soft-key - followed by '**TRANSF**' soft-key again - and replace handset. For other numbers - follow same process but dial **full** number - not forgetting to prefix the latter with the number '9'

Call-forward all Calls to a Different Number - Press '**CFWDALL**' soft-key & for xxxxxxx numbers dial only the last 4 digits of the number & press '**ACCEPT**' soft key. For other numbers - repeat the above but dialling the number in **full** - not forgetting to prefix the latter with the number '9'. To revert - press '**CFWDALL**' soft-key

Hold a Call - Press the '**HOLD**' soft-key. Press the '**RESUME**' soft-key to release the call. (A separate call can be made whilst the original call is on hold)

'REDIAL' Soft-key - Press to call again the last (previous) number dialled from that phone

Mute - Press '**MUTE**' button (red button will light up). Press '**MUTE**' button again to release

Volume Control Buttons for '**Speech**'with telephone in use - press the 'plus' or 'minus' buttons as desired. For '**Ringer**' with handset in its cradle and headset / speakerphone buttons off - use the plus or minus volume control buttons as desired

Conference Call - see information on whiteboard - located by main CMC clock display

Do Not Disturb (callers get busy signal) - Press 'settings' button and scroll up / down until 'Call Preferences' highlighted in screen. Press '**SELECT**' soft key. Scroll up / down until 'Do Not Disturb' highlighted - if these words are followed by the word 'YES' you are already in 'Do Not Disturb' mode. If 'NO' - simply press the '**YES**' soft key which appears under 'Your current options' - followed by the '**SAVE**' soft key. Reverse the process to exit. Use '**BACK**' soft key to revert screen to normal view



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Example only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

ODM (Operations Control Centre Duty Manager) - **Exercise** * RED Alert Checklist

* Note - RED Alert relates herein to a catastrophic aircraft accident type situation

Introductory Notes

- **IMPORTANT** - all exercise voice messages and role-play shall be pre-fixed with the words **'EXERCISE, EXERCISE, EXERCISE'**

Similar applies to all exercise written messages and role-play

However, after doing this once with any particular party - subsequent correspondence (with that same party) can commence instead with the *single* spoken or written word **'EXERCISE'**

- React as realistically as possible - common sense & circumstances permitting
- Ignore checklist numbered items with grey background e.g. item No 5 (see page 77)
- Use hard copy (paper) version of checklists for the exercise (i.e. do **not** use soft copy checklists)
- Use hard copy (paper) log sheets for exercise i.e. do **not** use Dictaphone. You will need to hand this log over to the CMC Log Manager in due course
- Do not delay sending the accident message to the AAIB (checklist item 16) due lack of information (forward additional information as it becomes available)

Note - this checklist has been changed slightly in some areas (compared to the real 'operational' checklist) - in order to facilitate the conduct of this particular exercise

Note that this exercise checklist continues (in reality) beyond checklist item 20 i.e. this sample view does **not** portray the *entire* exercise checklist for the ODM



Example

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

RED SECTION / IMMEDIATE ACTIONS	
PINK SECTION / TYPICALLY TO BE COMPLETED AFTER HANDOVER TO CMC	
ACCIDENT DATE / TIME:	LOCATION:
AIRCRAFT DETAILS:	

Note 1 - Record additional accident details (as available) on separate document & attach securely to the main 'ODM BIG PICTURE LOG'

Note 2 - For checklists item titles below in **orange** font - delegate to 'assistant ODM' - if one is available

	Action	☑ ?
1.	<p>ESTABLISH & DECLARE ALERT STATE COLOUR CODE</p> <p>CLASSIFY accident by colour code alert state i.e. confirm CATASTROPHIC aircraft accident - colour code RED</p> <p>NB - For assistance with alert state colour coding refer to laminated sheet entitled 'ABCX Airways Colour Code Alert Summary' - found in the OCC Emergency Procedures RED box</p> <p>Reminder: If not designated a catastrophic aircraft accident you are working the wrong checklist! Initiate airline incident response plan instead (ORANGE or YELLOW alert) - as per (separate document) CRPM Part 2</p>	
2.	<p>OTHER OCC RED ALERT CHECKLISTS</p> <p>Ensure <i>separate</i> RED Alert checklists are issued immediately for use by:</p> <ol style="list-style-type: none"> 1) Assistant ODM i.e. 1 checklist 2) Crew Control Team i.e. 2 checklists (i.e. 'Crew Control' & 'CMC Quick Start') 3) Most senior 'Airports' person on duty in the OCC (if any) <p>NB - laminated copies of these checklists will be found in OCC Emergency Procedures RED box</p>	
3.	<p>ACCIDENT VERIFICATION (Delegate)</p> <p>Is the source of accident notification reliable? If yes, proceed with this checklist. If you have doubt as to the reliability - then briefly attempt to verify first!</p> <p>Reminder: Time is of the essence here. Do not spend more than two or three minutes on verification - after this, 'assume the worst' and continue with this checklist accordingly</p>	



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



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

Note - In checklist item 13 further below, it is assumed that the (external) third party services will be both alerted **and** activated

However, on rare occasions (e.g. where doubt exists as to actual accident circumstances) it might be necessary to alert only i.e. request them to standby for activation - but not to do so until further advised accordingly

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



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



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



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



EXAMPLE only

Exercise, Exercise, Exercise

ABCX Airways - Emergency Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local i.e. same as GMT)

AAIB - TEMPLATE AIR ACCIDENT NOTIFICATION MESSAGE/

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



- Number of passengers on board and number killed or seriously injured
- Number of other persons killed or seriously injured as a result of the accident
- Brief circumstances of the accident - as far as is known
- Brief Description of Accident Site

Notes:

- a. IF the accident airline's Operations Control Centre Duty Manager (ODM) or Flight Safety Crisis Support Unit HAS NOT ALREADY DONE SO - then the accident airline's Crisis Management Centre (CMC) shall initially *telephone* (ASAP) as much completed information as possible (of this accident message) to the UK Air Accident Investigation Branch (AAIB) on + 44 (0)1252 xxxxxx
- b. The AAIB is to be provided with the details of the person sending the accident message - together with other reliable airline contact information for AAIB use (e.g. ODM contacts, CMC contacts, Flight Safety CSU contacts etc.)
- c. Follow up as soon as possible with a FAX and / or email of the accident message + 44 (0)1252 yyyyyy AAIB FAX / *****@aaib.co.uk
- d. The appropriate UK Police Force is also to be advised of the accident ASAP
- e. Ensure that all communications with AAIB and Police are prefixed and ended with the word '**EXERCISE**' spoken *three* times

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

Exercise, Exercise, Exercise



EXAMPLE only

Exercise, Exercise, Exercise

ACCIDENT / INCIDENT - Top Priority via SITA / Email / FAX (as Required)

To: ODM (YYYOXYZ / ODM@abcxairways.com / FAX +44 xxxx xxx xxxxxx)

From: Controller ALC LACC / Name - Sanchez V / +34 966 xxxxxxxx or +34 639 xxxxxx MP

Details:

Flight Number Exercise Flight ABC 999

Aircraft Type and Registration B-757 / G-xxxx

From (Last Station) BHX Station before This: Nil

To (Next Station) ALC Station after This: BHX

Nature of Accident

Aircraft crashed on landing - 1 nautical mile east of threshold runway 28 at ALC (LEAL)

Commander's Name Captain John Smith

Total Operating Crew on Board 08 (Flight Deck x 2) (Cabin Crew x 06)

Total Passengers on Board - (including any staff travelling on GENDEC) 235 (unconfirmed)

Accident / Incident Location

Seaside residential area 2 km east of threshold runway 28 at Alicante airport

Time and Date of Accident 20 Jan 10 / 1128 GMT (UTC)

Dangerous Air Cargo Aerosols - (to be confirmed)

Details of Local Emergency Response ALC Fire & Rescue crews responding

Other Information

Aircraft has broken into 2 parts. Front part of aircraft is still on fire. This is expected to be a catastrophic aircraft accident situation and heavy loss of life / casualties should be anticipated

This message transmitted 201145UTC Jan 2010

Exercise, Exercise, Exercise



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EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

RED Alert - Aircraft Accident

HANDOVER BRIEF - ODM to CMC

	Details	<input checked="" type="checkbox"/> ?
1	<u>Big Picture</u> Summary / Executive Overview	
2	<u>Flight</u> Details	
3	<u>Aircraft</u> Details	
4	<u>Crew</u> Details (include anyone seated on cockpit jump seat(s)) - See attached crew list	
5	<u>Passenger</u> Details - See attached passenger list	
6	<u>Ground Victim</u> Details (if any)	
7	<u>Dangerous Air Cargo</u> Details (if any) & any other cargo issues - See attached dangerous goods documentation	
8	<u>Emergency (Telephone) Call Centre</u>	
9	<u>GO Team</u>	



10	<u>Humanitarian</u> (Family / Special) <u>Assistance Team</u>	
11	<u>Airports Involved</u> (Departure, Destination & En-route Stations etc.)	
12	<u>Crisis Communications</u> (Media Response / Internal Comms etc.)	
13	<u>Contracted 3rd parties</u> i.e. Kenyon International Emergency Services	
14	<u>Families, Relatives & Friends</u> (i.e. as associated with accident victims but who were not on board the accident flight)	
15	<u>Air Accident Reporting / Investigation</u>	



16	<u>Aircraft or Wreckage Removal / Salvage</u>	
17	<u>Outstanding / On-going Tasks & Responsibilities - still for Completion</u>	
18	Details of <u>Notification(s) to Senior (Top) Management</u>	
19	Anything Else	
20	<p>Documentation Provided:</p> <ul style="list-style-type: none"> ✓ Initial (preliminary) passenger manifest ✓ Final (verified) passenger manifest ✓ Final (verified) crew list with Next of Kin / Closest Relative etc. details ✓ Dangerous Goods Information (NOTOC etc.) ✓ Contact & other relevant information for involved Stations ✓ AAIB Accident Message (transcript of what was passed verbally) ✓ Accident Message received from Arrival (Destination) Station / Airport ✓ ODM 'Big Picture Log' (Paper or Dictaphone log completed up to handover time) ✓ Other (Describe) 	

Note - use additional sheets for further explanatory material (if required) and staple to this sheet
Handover completed at (date / time)
By ODM (provide name and sign)



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EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

Exercise Telephone Calls - Timeline

#	Time	From	To	Subject Area
1	1128	GHA ALC - s	ODM	Initial Accident Notification (STARTEX call)
2	1134	On-line Rep - s	ODM	Query
3	1139	xxx airline - s	ODM	Offer of Assistance
4	1140	Head of PR - s	COMMS DIR	Notify + CCC activation
5	1143	BHX STN MGR - s	ODM	On the way to BHX / request brief
6	1145	Head of PR - s	RC	Activate & Deploy to CCC
7	1147	GHA ALC - s	ODM	ALC Airport requesting Dangerous Goods info
8	1152	Wife of F / O - 5	ODM	First Call - very anxious
9	1157	Chairman - 4	ODM	Request for briefing + questions
10	1204	CD - s	CC	Appoint next shift CCs etc.
11	1206	Chris BONOM - 2	ODM	Status of brother (staff CM from LGW to ALC)
12	1210	GHA ALC - s	ODM	Request relayed from Spanish CIAIAC
13	1214	MD - 2	CC	Query + request for brief
14	1216	GHA ALC - s	ODM (10)	Situation Update / Fatalities certain
15	1228	MAINTROL - 5	CC	Query re ENG CSU Rep required in CMC?
16	1230	CCC Manager - s	COMMS CONT	CCC Open + Press Office contact details sent out
17	1236	GHA ALC - s	APT CMC	Updated SITREP from accident site
18	1240	Chairman - 4	CD	Request update + offer to be Spokesperson
19	1248	Wife of F / O - 5	FOPs CSU	2 nd call - now very distressed
20	1250	xx HAT - s	CMC HAT	xx HAT deploying from xx to airline HQ by coach
21	1250	BBC News 24 - DD	COMMS CONT	Comment requested on fatalities
22	1251	GHA ALC - s	APT CMC	Info on FR + Request for GO Team ASAP
23	1257	yy HAT - s	CMC HAT	yy HAT deploying from yy to airline HQ by coach
24	1300	Web-site CCC - s	COMMS CONT	Dark Site versus website 'banner' question



Exercise Timeline - continued

#	Time	From	To	Subject Area
25	1301	ENG CSU - 3	ENG CMC	Aircraft salvage / recovery question
26	1302	Insurance CSU - s	FOPs CSU	Requesting list of impounded docs & records
27	1306	BHX STN MGR - s	APT CMC	Codeshare passenger info + PMV Update
28	1313	Insurance CSU - s	ENG CMC	Requesting list of impounded docs & records
29	1315	HAT Scotland - s	CMC HAT	GO Team deployment decision re Scottish HAT?
30	1316	ODM - s	CS CSU	Relay message from Julia Holmes (cabin crew)
31	1317	GHA ALC - s	APT CMC	Updated crew & other info from crash site
32	1320	HAT Person - s	CMC HAT	In Sunderland / deployment decision?
33	1320	Stella Smith - 5	FOPs CSU	First call - distressed / angry
34	1320	COMMS CONT - s	CUST DIR	Pull (withdraw) advertising query?
35	1327	HAT Person - s	CMC HAT	Request for info + notify supervisor request
36	1328	COO - 7	CD	Requires Briefing - especially re GO Team prep
37	1329	CTP - s	CC	Deploying to airline HQ for GO Team deployment
38	1331	BHX STN MGR - s	APT CMC	Details codeshare passengers + PMV complete
39	1332	TRNG Admin - 6	CS CSU	Offer of assistance with crew records
40	1333	CST ENG ALC - 2	ENG CMC	Salvage info required by Spanish Authorities
41	1335	HAT Person - s	CMC HAT	Request for info
42	1337	aa Call Centre - 3	Deputy CD	Telephone 'call-forward' system not been activated
43	1338	BALPA - 2	FOPs CSU	Complaint + offer of assistance
44	1340	MRT / (RL) - s	COMMS CONT	Unsubstantiated reports of both pilots possibly being 'under the influence' of alcohol
45	1342	Director Distr. - 3	CD	Retail Shops query
46	1344	Flight Safety - 4	ENG CMC	GO Team nomination
47	1345	HAT Person - s	CMC HAT	No crisis related info going out to retail / shops
48	1346	Julia Holmes - 5	CS CSU	Cabin & flight deck crew status update
49	1347	GHA ALC - s	APT CMC	Crew update + local Press Conference + Go Team
50	1350	Jim Fordham - 4	Deputy CD	Query from father of two PAX on board (both staff)



Exercise Timeline - continued

#	Time	From	To	Subject Area
51	1355	Carnation Cruises - DD	CCC Manager	PAX List / Joint Press Release / GO Team
52	1400	GHA ALC - s	APT CMC	SRC + crew updates
53	1400	HAT Person - s	CMC HAT	GO Kit Info requested
54	1401	UNITE / Union - 6	CS CMC	Offer to assist
55	1410	LGT - SG	CMC SAT	Request for GO Team PAX list from CMC sources
56	1410	GHA ALC - s	APT CMC	FRRC update
57	1410	BHX City Shop - DD	CCC Manager	FR at / calling shop for info
<p>Exercise Break - 1415 to 1445 & Shift Change for nominated staff</p>				
58	1447	ENG CSU - 3	ENG CMC	Info re Engineer Glyn Banks
59	1448	GHA ALC - s	APT CMC	SRC / fatalities / crew update
60	1450	BHX STN MGR - s	Deputy CD	ENG PAX info
61	1450	Codeshare - 7	CMC SAT	Request to deploy Codeshare GO Team to ALC
62	1451	Flight Safety - 4	FOPs CSU	GO Team nominee
63	1500	GHA ALC - s	APT CMC	Body of female cabin crew found in sea (Garcia)
64	1520	HAT Person - s	CMC HAT	Delay in getting to airline HQ
65	1530	GHA ALC - s	APT CMC (11)	Hospitalised list available
66	1540	GHA ALC - s	CC	List available of FR at ALC FRRC
67	1545	BHX STN MGR - s	CD	List available of FR at BHX FRRC

Note 1 - numbers in **red** font above refer to the associated **role player making the call** e.g. role player # 4 plays Flight Safety, Jim Fordham etc. - as shown

Note 2 - 's' (as shown above) indicates a role player **playing him / herself** (self-played)



Abbreviations Used in Above Timeline

AGH	= Aeropuerto Ground Handling (ABCX Airways GHA at ALC)
ALC	= Alicante Airport (3 letter IATA code)
BALPA	= British airline pilots' association (union)
BHX	= Birmingham Airport (3 letter IATA code)
CC	= CMC Controller
CCC	= Crisis Communications Centre
CPT	= Centre for Psychology Trauma (contracted 3 rd party expert psychosocial support)
CD	= Crisis Director
CIAIAC	= Spanish Air Accident Investigation Authority
CM	= Cabin Manager (Purser etc.)
CMC	= ABCX Airways Crisis Management Centre (located airline HQ)
COO	= Chief Operating Officer
CS	= Customer Services (cabin crew for purposes of this exercise)
CST	= ABCX Airways 'crash site team' at ALC
CMC	= Crisis Management Centre
CSU	= Crisis Support Unit
FR	= Family, Relatives & Friends
FRRC	= Family, Relatives and Friends Reception Centre
GHA	= Ground Handling Agent (Airline Representative at Station / Destination Airport)
HAT	= Humanitarian (Family / Special) Assistance Team
LGT	= Leader GO Team
LGW	= London Gatwick airport
MAINTROL	= Aircraft Engineering Maintenance Control
MD	= Managing Director
ODM	= Operations Duty Manager (ABCX Airways Operations Control Centre)
PMV	= Passenger Manifest Verification / Reconciliation process
RC	= Third party 'reputation consultant' - contracted to airline for crisis comms support
SRC	= (Uninjured) Survivor Reception Centre (located airport airside)
UNITE	= Cabin Crew union



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EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

ROLE PLAY CALLS from LACC (Station Manager / GHA) - **ALC** (Aeropuerto Ground Handling - **AGH**)

(**LACC** = Local Accident Control Centre [ABCX Airways Term])

For an ABCX Airways aircraft accident it is standard procedure for the Station Manager or GHA (Airline Representative) at the accident flight's **departure** and **arrival** airports - to set up a facility known as a **Local Accident Control Centre** (LACC) - typically located in their own office at the airport they serve. From the LACCs they will then manage **local** aspects of 'the crisis', on behalf of the airline

In such circumstances the Station Manager or GHA then assumes the title e.g. '**Controller - LACC BHX**'; '**Controller - LACC ALC**' etc. - for the duration of the crisis

Summary of All Exercise Role Play Calls by AGH - All Times are UK Local (same as GMT / UTC)

Call No. / Time	Made to	Details
1 / 1128	- ODM	/ Report accident at ALC
2 / 1147	- ODM	/ Dangerous Goods information request
3 / 1210	- ODM	/ Request from Spanish CIAIAC
4 / 1216	- ODM	/ CST first report
5 / 1236	- Airports CSU	/ Repeat CST first report
6 / 1251	- Airports CSU	/ MGFR & Media Info + call for GO Team
7 / 1317	- Airports CSU	/ CST second report
8 / 1347	- Airports CSU	/ Crew info + Press Conference Info
9 / 1400	- Airports CSU	/ Uninjured Survivor information
10 / 1410	- Airports CSU	/ MGFR information
11 / 1448	- Airports CSU	/ Updates on the uninjured and the dead
12 / 1500	- Airports CSU	/ Missing cabin crew found
13 / 1530	- Airports CSU	/ List of injured in hospitals
14 / 1540	- CMC CC	/ List of MGFR in ALC FRRC available

Reminder: Crisis Support Units (**CSU**) typically work from airline HQ location



Instructions for Role Playing Callers

- ✓ Take a time check for any clocks, watches etc. used during the exercise
<http://www.greenwichmeantime.com/>
- ✓ **Make exercise calls on time** - i.e. manage personal and non-exercise business and telephone calls so that this can be achieved. This is **IMPORTANT**
- ✓ If the telephone number you are calling is busy - keep trying every minute or so until someone answers
- ✓ When the telephone number you are calling answers - you must first check that you are speaking to the required (**correct**) person as shown in your role-play script. If this is not possible and you are forced to leave a message for the correct person - please stress to the person you are speaking with that it is vital that the message is delivered without fail and in the shortest possible time - to the person it was originally intended for. This is **IMPORTANT**
- ✓ Be as brief as possible with all calls made or received
- ✓ Stick to the script provided to you except for minor ad-libbing
- ✓ Stick to the telephone rules - supplied to you separately
- ✓ Play act the required 'frame of mind' related to the call made and the role play you are taking on e.g. agitated, angry, distressed etc. (but don't take this 'too far')
- ✓ Be contactable during exercise timings (1130-1600 GMT) by telephone in case an exercise participant places an ad hoc (not being in the exercise script) call to one of the exercise roles which has been assigned to you. This should be via the landline and / or mobile phone assigned to your exercise roles - as documented in the 'exercise telephone contacts directory' - issued to you separately
- ✓ When **taking** an **ad hoc** call and possibly stuck for a response (i.e. you don't know how to reply or you don't know the required information) - **end the call** (but promise to call back ASAP with an answer) - and then call / contact **Deputy Exercise Director xxxx xxxxxxxx - 0781 xxx xxxx** (first choice) or **Exercise Director xxxx xxxxxxxx - 0789 xxx xxxx** (second choice) - and ask for advice on how to respond. When you have the required information - keep your promise and call back the original caller with the required information / details



EXAMPLE only

Emergency Exercise 'ABC 1 / 10' - 20 Jan 10 - Role Play & Inputs by Time for 'AGH'

Role Player	▶	AEROPUERTO GROUND HANDLING (AGH) - (Airline Rep at ALC)
Call #	▶	1
Calling from	▶	LACC - ALC (AGH office ALC)
Calling from	▶	Tel No ***TBA*** or ***TBA***
Time to make call	▶	1128 UK Local Time / GMT (1228 Spanish Time)
Calling to	▶	Operations Duty Manager (ODM) at airline HQ
Calling to	▶	+44 777 913 xxxx / +44 1432 xxx xxxx / +44 1432 xxx xxxx ODM

SCRIPT

".....This is **Aeropuerto Ground Handling (AGH)** - your **ABCX Airways** airline representative at Alicante Airport on telephone numbers *****TBA***** or *****TBA***** - calling to the **ABCX Airways Operations Duty Manager** at ABCX Airways HQ

Your flight **ABC 999** from Birmingham has just crashed here whilst trying to land on runway 28. Just before the crash a MAYDAY call had been made from the aircraft stating that there was a fire in the number 2 engine

I am looking out to the east of the airfield now and can see the smoke from the crash site - I would estimate inland but very near the coast it looks very, very bad - there must be lots of casualties from what I can see

ATC here are using binoculars from the Control Tower and report that the aircraft appears to have broken up and there is a huge fire in the front portion of the wreckage. The crash location looks to be in the middle of a residential area just off the beach which they think must be URBANOVA

The airport Fire and Rescue Services have just left the Fire Station for the crash site

Oh sorry! - got to go now as I've got a call from ATC coming in....."

(CALLER [Role Player] - Hang up now!)



EXAMPLE only

Role Player	▶	AEROPUERTO GROUND HANDLING (AGH) - (Airline Rep at ALC)
Call #	▶	2
Calling from	▶	LACC - ALC (AGH office ALC)
Calling from	▶	Tel No ***TBA*** or ***TBA***
Time to make call	▶	1147 UK Local Time / GMT (1247 Spanish Time)
Calling to	▶	Operations Duty Manager (ODM) at airline HQ
Calling to	▶	+44 777 913 xxxx / +44 1432 xxx xxxx / +44 1432 xxx xxxx ODM

SCRIPT

“.....This is **Aeropuerto Ground Handling (AGH)** - your **ABCX Airways** airline representative at Alicante Airport on telephone numbers *****TBA***** or *****TBA***** - calling to the **ABCX Airways Operations Duty Manager** at ABCX Airways HQ

Got Alicante ATC on the other line and they are desperate to know if any Dangerous Goods were carried on your accident flight - and if so, could you get this information to them now please for use by the fire and rescue crews attending the accident

*You can do this via me if you like and I will pass the information on to Alicante ATC? My FAX number is *****TBA***** and my email address is *****TBA*****.....”*

(CALLER [Role Player] - Respond to ODM as required but end call quickly)



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EXAMPLE only

ABCX Airways - Emergency Response Exercise 'ABC 1 / 10' - 20 Jan 10 (all times UK Local [= GMT])

ROLE PLAY CALLS from **ABCX Airways Crisis Comms Centre** (*Press Office*)

Instructions for Role Playing Callers

- ✓ Take a time check for any clocks, watches etc. used during the exercise
<http://www.greenwichmeantime.com/>
- ✓ **Make exercise calls on time** - i.e. manage personal and non-exercise business and telephone calls so that this can be achieved. This is **IMPORTANT**
- ✓ If the telephone number you are calling is busy - keep trying every minute or so until someone answers
- ✓ When the telephone number you are calling answers - you must first check that you are speaking to the required (**correct**) person as shown in your role-play script. If this is not possible and you are forced to leave a message for the correct person - please stress to the person you are speaking with that it is vital that the message is delivered without fail and in the shortest possible time - to the person it was originally intended for. This is **IMPORTANT**
- ✓ Be as brief as possible with all calls made or received
- ✓ Stick to the script provided to you except for minor ad-libbing
- ✓ Stick to the telephone rules - supplied to you separately
- ✓ Play act the required 'frame of mind' related to the call made and the role play you are taking on e.g. agitated, angry, distressed etc. (but don't take this 'too far')
- ✓ Be contactable during exercise timings (1130-1600 GMT) by telephone in case an exercise participant places an ad hoc (not being in the exercise script) call to one of the exercise roles which has been assigned to you. This should be via the landline and / or mobile phone assigned to your exercise roles - as documented in the 'exercise telephone contacts directory' - issued to you separately
- ✓ When **taking** an **ad hoc** call and possibly stuck for a response (i.e. you don't know how to reply or you don't know the required information) - **end the call** (but promise to call back ASAP with an answer) - and then call / contact **Deputy Exercise Director xxxx xxxxxxxx - 0781 xxx xxxx** (first choice) or **Exercise Director xxxx xxxxxxxx - 0789 xxx xxxx** (second choice) - and ask for advice on how to respond. When you have the required information - keep your promise and call back the original caller with the required information / details



EXAMPLE only

Emergency Exercise 'ABC 1 / 10' - 20 Jan 10 - Role Play & Inputs by Time for 'Crisis Comms Team'

Role Player	▶	Crisis Comms Team On-line (website & Social Media) Manager
Call #	▶	1
Calling from	▶	Home (remember - it's a weekend!)
Calling from	▶	01432 xxx xxxx / 0796 xxx xxxx
Time to make call	▶	1134 UK Local Time
Calling to	▶	Operations Duty Manager (ODM) at airline HQ
Calling to	▶	0777 913 xxxx / 01432 xxx xxxx ODM

SCRIPT

".....Hello - **On-line Manager for ABCX Airways** here on telephone numbers 01432 xxx xxxx / 0796 xxx xxxx - calling to the **Operations Duty Manager (ODM)** on 0777 913 xxxx / 01432 xxx xxxx

I am monitoring social media at home and am picking up reports on Twitter that there has been a crash in Spain involving an ABCX Airways flight. I've also just noticed online conversations on the same subject are starting to appear on Facebook

I haven't received any notification of anything like this from you or anyone else in the airline - and wondered if this was just a rumour or if there is more to it. Have you heard anything?"

(CALLER **[Role Player]** - Wait for ODM's response & ad lib / interact accordingly depending on the response - but do not stay on the line for more than about 60 seconds before making an excuse to hang up)



EXAMPLE only

Role Player	▶	Head of Airline PR (Press / Media Relations)
Call #	▶	2
Calling from	▶	Home
Calling from	▶	01444 xxx xxxx / 0789 xxx xxxx
Time to make call	▶	1140 UK Local Time
Calling to	▶	ABCX Airways - Corporate Communications Director
Calling to	▶	0788 911 xxxx / 01222 xxx xxxx CCD

SCRIPT

".....Hello - **Head of PR for ABCX Airways** here on telephone number 01444 xxx xxxx / 0789 xxx xxxx - calling to the **Corporate Communications Director** on 0788 911 xxxx / 01222 xxx xxxx

A Red Alert message has just been received confirming that an ABCX Airways aircraft has crashed at Alicante airport

Can you please authorise publication of our 'ready to go' holding statement in accordance with standard procedures?

(CALLER [Role Player] - listen to response and ad lib accordingly (but briefly) - then resume script as per below)

I have been advised that the airline's Crisis Management Centre is being activated. It is my strong recommendation that we also activate the full Crisis Communications Centre immediately - do you agree....."

(CALLER [Role Player] - go on to suggest that Head of PR fulfils the position of Crisis Communications Centre Manager and that Communications Director fulfils Communications Controller position in the Crisis Management Centre - however, do not spend more than 60 seconds on this before finding a reason to hang up)



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Summary of Emergency Response Exercise Types

DESKTOP Emergency Response Exercise

Whenever emergency response plans are (re)written and / or new teams formed, it is generally best to begin the associated emergency exercise cycle with a 'Desktop / Table-top' type exercise - typically designed (in a non-threatening manner) to:

- Improve overall awareness of the emergency response plan
- Establish team norms
- Develop individual and collective crisis management skills
- Identify the more obvious deficiencies / errors / oversights etc. in the plan

Many airlines employ 'brain-storming' type techniques to increase the effectiveness and efficiency of such exercises

Desktop exercises usually run from 2 - 4 hours (depending on the nature of the team(s) to be exercised and the exercise objectives) - and can be incorporated into a day's overall emergency response plan type training if so desired. Exercise scenarios can be generic and / or specific

PARTIAL SIMULATION Emergency Response Exercise

Once teams are reasonably well established and familiar with their emergency response plans and duties, they are ready to progress to 'more challenging' exercises

The '*partial simulation*' exercise generally involves exercising one or more participant teams using 'real time' phone, email and other exercise inputs / injects - as generated by a live 'Input Role Player' team cell

Such exercises build on lessons learnt from 'Desktops' and are typically designed to:

- Familiarise participants with Crisis Management Centre (and similar facility) layouts, roles, routines, equipment, ICT, documentation etc.
- Validate emergency response plan processes, procedures, terms of reference etc.
- Help participants understand their own and colleagues' reactions to stressful situations
- Identify and remedy deficiencies / errors; find better ways to achieve objectives etc.

Note that the partial simulation exercise does not typically (in reality) use major airline emergency response resources - but 'pretends' that same are being used / deployed instead. This is often termed as 'notional use' of emergency response resources e.g. a GO Team is *notionally* deployed; an emergency call centre is *notionally* operated etc.

These exercises typically run for around a full half day (4 to 5 hours) and are based on a specific exercise scenario



Post-exercise feedback (evaluation) is delivered via a detailed written report (including corrective action requirements) - typically covering:

- The Emergency Response Plan itself (together with any derivative documents)
- Operation and efficacy of associated emergency response processes and procedures
- Operation and efficacy of emergency response facilities, equipment, ICT etc.
- Emergency response management structures
- Individual performance
- Team performance
- Benchmarking against peer group; other airlines; standards; law / regulation; best practice
- Recommendations for further emergency response plan development etc.

FULL SIMULATION Emergency Response Exercise

Similar to the partial simulation exercise but requiring participants to *'physically / actually do most things in the exercise - as they would do for real' - for example:*

- Man and operate a Crisis Management Centre
- Involve airline 'stations'
- Check-in a GO Team at the selected departure airport - and then actually get them to board the GO Team aircraft (it is not necessary for the aircraft to actually 'take-off'!)
- Deploy a team to the actual 'accident site / location' - complete with passenger list, crew list, dangerous goods information etc. - and thereafter act as 'on-site' airline liaison
- Set-up, man and operate uninjured victim centres at appropriate locations (usually at the 'accident airport' itself)
- Deploy to hospitals, mortuaries and equivalents
- Hold a 'real' press conference
- Set-up and operate a humanitarian (family) assistance centre

Whilst the above list is far from exhaustive, it does clearly demonstrate that such an airline exercise needs to be conducted in close association with many other different (non-airline) participants e.g. airport(s); emergency services; any / all levels of government; the private sector etc. Depending on the exercise scenario, a significant 'foreign / overseas' element might also be involved

For what are hopefully obvious reasons, an airline should try to plan its own 'full simulation' exercises in conjunction with /as part of its home base /major hub's 2 yearly **airport** emergency exercises

A full simulation emergency response exercise is a **major undertaking** for any airline. Without buy-in / support from an airline's top management (including provision of budget, appropriate resources [including manpower and time] and any other required support - including that provided externally) - it will simply not be worth bothering at all - **which is, of course, a 100% unacceptable situation**



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Appendix B to CRPM Part 1 / Volume 10 - Aircraft Operator

*Some Cross-references for Conducting Exercises re the **AIRPORT** Emergency Plan*

*For '**aircraft operator**' interest / info only:*

<https://publicapps.caa.co.uk/docs/33/CAP%201168%20FEB2017.pdf>

See pages 44-52and:

<https://studylib.net/doc/18102967/information-notice-in-2015-097>

Further reading (AEP exercises in Australia):

<https://www.youtube.com/watch?v=U2ldDtY8lXk>