



## Guideline

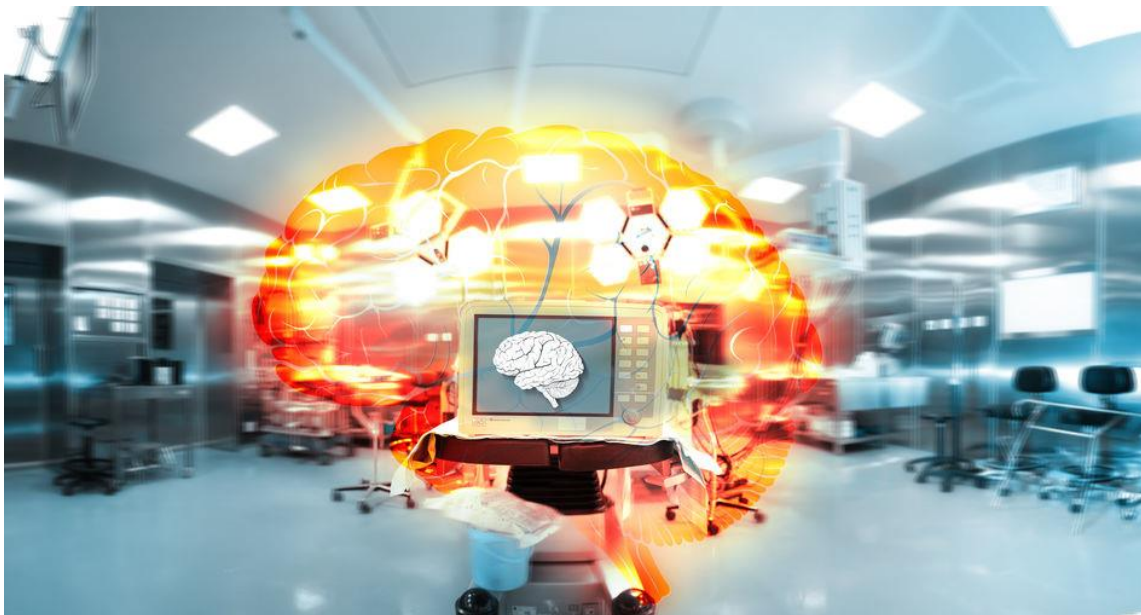
### ABCX AIRWAYS - Crisis Response Planning Manual

#### Part 1

#### EMERGENCY RESPONSE PLAN

#### Volume 2

## Command, Control, Co-ordination & Communication (C4) Operations



Note - This series of guideline and guideline / template documents has been designed to provide a strong and well researched information framework upon which aircraft operators (airlines) 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 such documents to assist in the production (original or rewrite) 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 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 21<sup>st</sup> century

[www.aviationemergencyresponseplan.com](http://www.aviationemergencyresponseplan.com) (Parent Website)





## Preamble

Please read the following notes before proceeding further

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

This particular document (Crisis Response Planning Manual [**CRPM**] Part 1 / **Volume 2**) deals specifically with the subject of '**Command, Control, Co-ordination & Communication Operations - (C4)**' - as related to a **catastrophic aircraft accident** (aviation disaster) type scenario

The assumption is made herein that the 'airline' etc. concerned currently has no viable C4 operation / capability in place - OR, that it is desired to review, upgrade etc. any existing C4 operation / capability, by using this guideline as a primary reference

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

A '**guideline**' provides comprehensive information & guidance on its specific subject area - but is **not a true template** as described in the next para below (nonetheless, it remains a **very useful aid in such task** - and should be used as such accordingly). A '**guideline**' is typically used when the specific subject matter area(s) of concern are **relatively complex / large** - thus making it 'too difficult' to adequately produce 'what is required' in a guideline / template version

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

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

It should be anticipated that 'larger / more complex' aircraft operators will need to account for the greater majority of subject matter included in this document (when preparing their own, **associated** plans) - 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' herein - and has been broadly based on a medium to large sized **UK** registered, headquartered & main based operator. The airline is a (24 hour ops) long, medium and short-haul international carrier (including USA destinations). It is well resourced / supported from an emergency response context





Whatever applies to ABCX Airways herein may be regarded as being typically applicable, to a greater or lesser degree, to other similar airlines worldwide (and most other passenger carrying airlines e.g. charter and lease operations) - with regard to emergency response planning. However, there will always be differences and these should adequately be accounted for by the 'user', when producing emergency plans etc. as based on any of our CRPM series guidelines or guideline / templates

**This** guideline may be adapted for use by other aircraft operators (e.g. cargo / executive / VVIP / rotary etc.) - with appropriate differences accounted for

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

\* Note: UK is no longer part of the EU

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

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

**Note 5** - The emergency / crisis related '**alerting and activation**' system used by 'ABCX Airways' can be assumed to be **automated** (computer based), capable of alerting very large numbers of potential responders in very quick timescales (typically just a few minutes) - via most modern methods of communication (including social media) - but particularly via 'voice' telephone calls. Such systems are easily procured and can typically be leased from around USD \$5 - 10,000 per year (2022 prices)

**Note 6** - The assumption is made herein that ABCX Airways headquarters (HQ) is situated **very close** to its main hub / operating (parent) **airport**. Where this is not so, account for this accordingly

**Note 7** - An airline requires a suitably effective and efficient method of documenting, in detail, the contents, requirements etc. of its emergency response plans. A brief account of the method of documentation used in **this** (our) series of 'guideline' and 'guideline / template' documents can be found herein on pages **18** and **19**

The latter is a well tried and proven method and airlines should seriously consider adopting same. If done, this will further strengthen the **standardisation** aspects of ERPs amongst aircraft operators





**Note 8** - The assumption has been made herein that ABCX Airways has engaged the services of commercial (external) 3<sup>rd</sup> party specialist / commercial vendor \* **'WYZ Emergency Services** (WES)' - to assist in representing the airline's interests in the following areas:

- **Emergency Call Centre Services** (including 'Family Travel' services)
- **Humanitarian Assistance Services** (also known as 'Family' or 'Special' Assistance etc.)
- **Disaster Victim Identification Services** - (including 'Personal Effects' Operations)

\* Note that 'WES' is a **fictional** entity - but is modelled on a mix of real-life equivalents (e.g. Kenyon International Emergency Services; Blake Emergency Services; AVIEM; FEI etc.)

**Note 9** - How to use this Guideline (Instructions)

Information for preparation and production of a new or upgraded airline's **ERP 'Command & Control'** etc. document (as based on **this** guideline) is typically provided by:

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

AND / OR

- 'Written instruction' - requiring the airline etc. person(s) (working on the new or upgraded airline plan under preparation) to obtain and insert appropriate information him / herself - which will definitely require considerable thought and research, decision making (e.g. policy & budget), time and effort etc. (The latter refers to info which typically no 'generic' guideline etc. such as this [the document you are now reading] is able to 100% provide)

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

**Example Instruction 1:**

The front (cover) sheet for **your own** CRPM Part 1 / Volume **xx** can be found on (insert appropriate page number) of **this** guideline/template document. Simply 'copy & paste' it into the front (first page) of **your own** document

Remember to:

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





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

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

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

You are currently reading the document highlighted above. Asterisked (\*) documents listed in the table (on right hand side) i.e. Vols 1, 4, 7 & 9 are 'guideline / templates' - the rest being 'guidelines (including Vol 2)'

**Note 10** - **This** guideline is predicated on ABCX Airways being able to deploy significant resources (including manpower, budget & facilities) during a crisis response. This will not be the case for a considerable number of 'users' in reality. For the latter, the content and intent of **this** guideline should be **adapted, downsized** etc. accordingly, in the appropriate areas

Whilst the latter might be difficult to accomplish for some - it should nevertheless be done to the best ability / capability etc. achievable, commensurate with available resources

**Note 10A**

- This original document (the '**work**') contains material protected under International and / or Federal and / or National Copyright Laws & Treaties. **Any unauthorised use of this material is prohibited**
- However, all & any entities & persons are licensed / authorised (by the copyright owner / original author) to use the **work** under the terms of something known as a 'creative commons licence'. (Follow the link below to see the **basic** terms of this licence in plain language [from there you can then also link to the 'legal' language version]):

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





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

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

- For any **other** use of the work (e.g. use for commercial / for profit purposes) - **written permission from us is still required**. The latter can be requested (via email) from:

[info@aviation-erp.com](mailto:info@aviation-erp.com)

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

- If adaptations of this work are made, it is recommended that all images in the original are replaced and / or omitted in said adaptation. This is in order to avoid any potential infringement of image copyright, which the original work copyright owner / author might have reasonably been unaware of - when using such images in said original work
- Entities and persons intending to distribute this work and / or adaptations to other entities and persons, shall be responsible for ensuring that the terms, conditions etc. of **this** 'Note 10A' and the associated 'creative commons licence' referred to above, are passed on in turn. All entities and persons receiving such distributed versions will then considered to be bound by these same terms and conditions

**Note 10B** - Any person / entity having reasonable cause to believe that his / her / its copyright has been infringed in this document (work) - should please contact (via email) the author soonest, so that the issue can be mutually and satisfactorily resolved, without undue delay:

[info@aviation-erp.com](mailto:info@aviation-erp.com)

**Note 11** - Despite reasonable care being taken in the preparation of this guideline document, it will inevitably contain errors, omissions, oversights, incorrect assumptions, invalid / broken links etc. Users / readers identifying same are requested to kindly notify (email) the author with details at:

[info@aviation-erp.com](mailto:info@aviation-erp.com)







Note 12

**EMERGENCY / CRISIS RESPONSE PLANNING - Definitions & Reference Material**

If not already done, users of this document are strongly advised to read through the general 'Definitions / Reference Material' section found in our *separate* glossary. Without some pre-study of this material, it will be difficult to acquire a clear understanding of what is to follow herein

You will find the above referred to Glossary at the end of the below link:

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

When the webpage opens, look down the list of 'info articles' until you find the one entitled:

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

Click on that info article to open and read it

**End of Preamble Section**

**WARNING** - All and any telephone numbers shown in this document *must be regularly checked for accuracy and currency*. The same applies to any other forms of contact / similar information shown

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

**Reminder:** This document relates to how an airline plans for, manages etc. its response (command, control, co-ordination & communication aspects) to a catastrophic aircraft accident (aviation disaster) type situation. It is not an Aviation Security Plan; an Aviation Business Continuity Plan or anything else - other than what has been described in the last sentence above

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





### Guideline - Instruction 1

An example front cover page for ***your own*** CRPM Part 1 / Volume 2 will be found on the **next page** of this guideline document. You can simply 'copy & paste' it into the appropriate place of your own, equivalent document

Remember to e.g.

- \* 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 and footer**' text to your own requirements - as required
- \* Insert any **other** required information (including an appropriate image - as required)







Insert actual airline name here xxxxxxxxxxxxxxxxxxxxxxx

## Crisis Response Planning Manual

### Part 1

## EMERGENCY RESPONSE PLAN

### Volume 2

Insert an appropriate image here?

## Command, Control, Co-ordination & Communication (C4) Operations





## 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 shown a little further below

(It has been assumed that this 'general instruction' is targeted at the airline person(s) responsible for introducing or updating 'Command & Control [C4] Operations' into the airline's overall emergency response plan, as related to a catastrophic aircraft accident)

Users are reminded that this guideline document is based on the assumption that 'the airline' does not yet have its own C4 ERP plan (but is about to introduce one) - or is desirous of reviewing and updating its current C4 plan

### General Instruction

You should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt the information provided in ***this*** guideline document (the one you are now reading) to prepare, document, resource and implement a ***C4 plan*** which is ***specific to your own*** airline's circumstances, purposes, resources etc.

Where felt useful, the layout (but not necessarily the content) shown on pages **11** to **21** of ***this*** guideline document, might be adapted for use in the introductory section of your own C4 plan





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### Document Review & Approval

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

(x xxxxxxx)

Date

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

(y yyyyyyy)

Date

### List of Effective Pages

Pages 1 through xxx - effective date ..... Revision (Original)

### Revision List

Revision No	Date	By
<i>Original</i>		

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

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

xx controlled document \* **hard copies** are also available at \*\*\*\*\*

(Insert location(s) of hard copies here:  
.....)

\* Note - for the purposes of business continuity - at least 5 **hard** copies shall be located / stored at a suitable 'off-site' location





## Revision Procedure

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

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

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

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

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

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

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

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

## Distribution

See above





### Generic Acronyms used in this Guideline

AAIA	Air Accident Investigation Authority etc. - e.g. UK's 'Air Accident Investigation Branch' (AAIB)
AEP	<b>Airport Emergency Plan</b>
AKA	'also known as'
AOC	Airline Operators' Committee
C4	(Crisis response related) <b>Command, Control, Co-ordination &amp; Communication ops</b>
CC	<b>Crisis Controller</b> (typically located at accident airline's CMC)
CCC	<b>Crisis Communications Centre</b> (typically located at Airline HQ)
CCT	<b>Crisis Communications Team</b>
CD	<b>Crisis Director</b> (person charged with overall <b>airline</b> crisis C4 - at the highest level. Typically located at accident airline's CMC)
CIQ	<b>Customs, Immigration &amp; Quarantine</b> ('Port Health' is alternative name for latter word)
CMC	<b>Crisis Management Centre</b> (highest level airline C4 facility - usually located at Airline HQ. Contrast with 'EOC' and 'LACC')
CLACC	<b>Controller - Local Accident Control Centre</b> (Airline's <b>Station</b> / regular destination <b>airport</b> person [manager] having local C4 responsibility on behalf of ABCX Airways)
COS	(CMC's) <b>Chief of Staff</b> (a specifically appointed CMC Crisis Controller for each CMC shift)
CPM	(ABCX Airways) - <b>Crisis (Response) Planning Manager</b>
CRPM	<b>Crisis Response Planning Manual</b>
CRC (A)	(Uninjured) <b>Crew Reception Centre</b> - Generally located 'airside' at local airport
CRC (L)	(Uninjured) <b>Crew Reception Centre</b> - Generally a 'landside' facility (e.g. typically a hotel) at or near local airport
CSU	<b>Crisis Support Unit</b>
CST	<b>Crash Site Team</b> ( <b>Station</b> based Traffic/Ramp + Aircraft Engineering Staff deploying to on or near airport accident location)
DG	<b>Dangerous Goods</b>
DOCC	<b>Deployed Operations Control Centre</b> (C4 facility of a deployed airline GO Team)
DOS	<b>Department of State</b> (USA equivalent of UK's Foreign & Commonwealth Office and equivalents)
DVI	<b>Disaster Victim Identification</b>
ECC	<b>Emergency (Telephone) Call / Contact /Information Centre</b>
EOC	<b>Local Airport Authority's / Airport Management Company's / Airport Operator's - Emergency Operations Centre</b> (Airport's crisis response C4 facility [contrast with 'CMC' & 'LACC'])
* ERP	(Aircraft Operator's) <b>Emergency Response Plan</b> (being part of the an overarching CRPM)
<p>* The 'ERP' part (i.e. CRPM Part 1) of the accident airline's overall CRPM - deals with 'catastrophic aircraft accident' type scenarios <b>only</b> - and does <b>not</b> include incidents; operational disruption / business continuity; public health crises; natural disaster etc.</p>	
FAC	<b>FR Assistance Centre</b> (see alternative & preferred acronym 'HAC')
FCC	<b>Field Control Centre</b>
FEC	<b>FR Enquiry Card</b>





FR	<b>Family, Relatives &amp; Friends</b> (as associated in some valid way with an accident victim[s] - BUT NOT, however, being accident 'victims' themselves)
FRRC	<b>FR Reception Centre</b> (usually located landside at or very close to local airport)
GHA	<b>Ground Handling Agent</b> (airline rep) <b>at airline Station / destination airport locations</b> (in general)
HAC	<b>Humanitarian Assistance Centre</b> (usually a landside hotel(s) - often near 'local' [accident?] airport)
HAT	<b>Humanitarian Assistance Team</b> (also known as Special Assistance Team, Family Assistance Team, Care Team - and so on. <i>The word 'humanitarian' is today preferred</i> )
HM	<b>Humanitarian Manager</b> (only appointed if GO Team deploys)
HQ	<b>Headquarters</b>
ICT	<b>Accident Airport's 'Immediate Care Team'</b>
I(C)T	<b>Information &amp; Telecommunications Technology</b>
JFSOC	<b>Joint Family Support Operations Centre</b> (usually co-located with HAC [used mainly in USA])
LACC	<b>Local Accident Control Centre</b> (i.e. an airline <b>Station's</b> local crisis response C4 facility) (contrast with 'CMC' and 'EOC')
LGT	<b>Leader GO Team</b> (appointed CD or CC qualified person - in overall charge of airline GO Team)
MGFR	<b>Meeters and Greeters of accident victims</b> (including any FR where appropriate)
NOK	<b>Next of Kin / Closest Relative</b>
OCC	<b>24H Operations Control Centre at airline HQ</b>
ODM	<b>OCC Duty Manager</b>
OHS	<b>Occupational Health &amp; Safety</b>
OS&AM	<b>Operations Support and Administration Manager</b> (member of a deployed GO Team)
POB	<b>Persons on Board</b>
PRC	<b>Passenger Record Card</b> (Same form also used for accident flight's crew)
RA (A)	<b>Re-uniting Area - on airport</b>
RA (O)	<b>Re-uniting Area - off airport</b>
SAT	<b>Special Assistance Team</b> (see alternative & preferred acronym / term 'HAT')
SRC (A)	(Uninjured Passenger) <b>Survivor Reception Centre - generally located airside at local airport</b>
SRC (L)	(Uninjured Passenger) <b>Survivor Reception Centre Landside - generally a 'landside' facility (e.g. typically a hotel) often at or near local airport</b>
WES	<b>WYZ Emergency Services</b> (see note 8, page 4)
WECC	<b>WES Emergency (Telephone) Call Centre</b> (see note 8, page 4)







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### 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 & friends of those passengers & crew believed to have been on board the crisis flight

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

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

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

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

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

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

The scheme is particularly applicable to **crew** (pilots, cabin crew etc.) as they form a major part of the airline by number and, furthermore, the nature of their employment sometimes means that 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 either a crew member or staff etc. passenger on the incident flight [including for duty travel and / or vacation purposes etc.]) - **then** (if able to do so) **you should also ‘phone home’ of course, as per above. You should additionally try to make contact with airline HQ (by whatever means possible) without delay.....’**





*Practical use (Concept) of the 'ABCX Airways' Crisis Response Planning Manual (CRPM)*

**The Crisis Response Planning Manual - CRPM**

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

The CRPM is made up of **6** (six) separate **Parts** - each dealing with a specific type / aspect of emergency / crisis response - and containing e.g. associated procedures, checklists, information, explanations etc.

The CRPM 'Parts' comprise:

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

The document which you are now reading (CRPM Part 1 / Volume **2**) is a component **volume** of **CRPM Part 1** (see next page). Such component CRPM Part 1 'volumes' **deal exclusively with the catastrophic aircraft accident type situation** - and nothing else

CRPM Part 1 (and its component 'volumes') **only** - is otherwise known within ABCX Airways by the alternative and commonly used term - **'Emergency Response Plan - ERP'**

The term 'Emergency Response Plan - ERP' is **never** used (except contextually and / or for cross-reference) when referring to any of (separate documents - both from CRPM Part 1 and from each other) CRPM Parts 2 to 6





As mentioned, CRPM **Parts** can be further split down into '**Volumes**' - where required by the document owner, in order to make use of the particular 'Part' more effective and efficient - whilst also significantly **reducing the amount of information required to be studied & retained by prospective users**. For example **CRPM Part 1** (Catastrophic Aircraft Accident - ERP) is **further split** into ten separate volumes as follows: *(you are currently reading the volume' highlighted in orange)*

Volume 1	ERP - Policy & Executive Overview	
Volume 2	ERP - <b>Command, Control, Co-ordination &amp; Communication</b> Ops (C4)	←
Volume 3	ERP - Humanitarian Assistance Team	
Volume 4	ERP - Emergency (Telephone) Call / Contact / Information Centre	
Volume 5	ERP - GO Team	
Volume 6	ERP - (Airline) Station Emergency Response Plan	
Volume 7	ERP - Crisis Support Units	
Volume 8	ERP - Integrated Crisis Response Planning (e.g. with codeshare / alliance partners)	
Volume 9	ERP - Crisis Communications	
Volume 10	ERP - Emergency Response Exercises	

#### Requirements for all designated users of the CRPM

All nominated ABCX Airways and other appropriate personnel needing to use the CRPM to prepare for and guide associated emergency / crisis response plans and actions **\* shall / should:**

- Acquire & retain an appropriate level of CRPM knowledge, commensurate with effectively & efficiently carrying out designated pre-preparation and actual response duties, as related to a major airline emergency / crisis
- Where appropriate - use the procedures, checklists, information, guidelines, templates & other appropriate content of the CRPM - to guide preparation of **separate** plans. The latter typically includes individual departmental / business unit plans, dealing with different aspects of emergency / crisis response, for which the specific department / business unit is directly accountable. (See '**Crisis Support Unit - CSU**' definition in the Glossary [cross-referred to on page 7])

All such 'separate' department / business unit (CSU) plans shall be considered subordinate documents of the parent CRPM on which they are based. In most cases the parent document will be (**separate** document) CRPM Part 1 / Volume 7 - **Crisis Support Units**

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

\* Note - The term '**shall**' generally implies a mandatory requirement e.g. applies to nominated ABCX Airways staff; the term '**should**' generally implies a 'requested and / or recommended' requirement e.g. applies to non-ABCX Airways crisis responders who nonetheless are (in some manner) part of the airline's crisis response plan - such as ABCX Group; independent Ground Handling Agents; Third Party suppliers of specialist services etc.





The above requirements have been endorsed by the ABCX Airways **Accountable Manager** (Chairperson / Chief Executive Officer etc.) and are thus the authority, direction and instruction - applicable to nominated airline employees - to undertake all appropriate & required action - as part of their designated emergency / crisis response roles, responsibilities and accountabilities

Note:

Such a 'system' as described above (pages 18 & 19) cannot be viable unless people (an airline's most important and valuable resource) are:

- \* Available in required numbers and disciplines to **adequately** operate 24 / 7 for long periods (12 hour shifts assumed)
  - \* **Quickly** available e.g. less than 1 to 2 hours response time on a 24 / 7 / 365 basis
  - \* **Reliably** available 24 / 7 / 365
  - **Adequately** trained & exercised
  - **Capable of rapid deployment to 'wherever' required**
- \* Provided airline operates 24H of course. If not, 'quickly' and 'reliably' applies at all times when the airline has passenger aircraft (with passengers on board) 'in the air'

There are various methods which an airline can use to achieve the requirements listed above - **but above all else an airline should have such a system in place**, which works consistently and reliably, under all circumstances envisaged

If an airline does not have such a system in place, its chances of effectively & efficiently handling any type of major crisis will be significantly impaired





### ***Purpose & Scope of this Guideline Document***

The **purpose** of this document is to provide a **framework** upon which an airline can build (or rebuild) its own command, control, co-ordination & communication (C4) element of the (its) ERP

This framework may be regarded as the potential 'bones' of that plan. However, it will be for the airline itself to undertake the (considerable) further and on-going work of putting the 'meat on the bones' which, if addressed adequately, should result in an acceptably effective and efficient plan - tailored to the airline's specific requirements

The **scope** of this document is limited to providing a **foundation** level of information re airline C4 operations - which an airline can then adapt and develop further, in order to produce its own, final plan on the subject

This means that this document will, in general, **not** necessarily provide (all of the necessary) detailed procedures, processes, checklists etc. The reader will appreciate why this is so i.e. no generic guideline document such as this can realistically provide for the many variable circumstances specific to the crisis response command & control system of any particular airline

However, a number of typical examples covering various subjects have been included herein - which should serve to ensure that 'the airline' generally produces what is required / necessary - in the final evolution of its own C4 document

Note – Other (separate documents) '**Parts**' of the CRPM (i.e. Parts **2** to **6**) are **not** covered by / included in this document (the one you are reading now) - except for possible contextual mentions and / or for cross-referencing purposes only





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## Section 1 - Introduction

How an airline (aircraft operator; air carrier etc.) plans for, implements and conducts its command, control, co-ordination & communications (C4) operations when responding to a catastrophic aircraft accident, is rather like asking the question - 'How long is a piece of string ..... ?'

There are so many variables to consider that no crisis / emergency response plan preparation guideline (including the one you are reading right now) can adequately address them to the satisfaction of all concerned. However, all 'fit for purpose' airline C4 systems typically have some elements in common - namely:

- Chosen from recognised and 'proven' (tried & tested) C4 '**system**' types in common airline and equivalent use
- Chosen 'system' fits in well with the particular **model** of airline operation concerned
- Appropriate **resources** available and allocated to ensure that selected 'system' is operable as intended
- 'System' is **adequately documented** and **widely available** / accessible (e.g. via company intranet)
- 'System' is adequately **trained** and **re-trained** (initial & recurrent training)
- 'System' is adequately **exercised** and **re-exercised** (initial and on-going exercises)
- 'System' is regularly **reviewed** (top management review; audit etc.) and **maintained**
- 'System' is subject to '**continual improvement**' requirements and checks

Accordingly, this document (the one you are now reading) will describe several of the more common C4 systems in airline use - and then go on by **using just one** (being the best for **most** [but not all] airlines) **of them as an example** (see page 34) to suggest most of the issues which an airline (our 'fictitious' ABCX Airways in this case) might wish to consider - when planning, implementing and operating / updating its own crisis response C4 system

**NOTE:** As always in the series of ABCX Airways CRPM Part 1 (**ERP**) documents, you will be working against a **catastrophic aircraft accident** (aviation disaster) type scenario. The reasonable assumption is made that if the latter can be handled adequately from C4 viewpoints, then the same will apply to all **lesser** types of aviation related crisis (e.g. aircraft **incidents** & similar)





## Section 1A

### Choices of C4 Systems Available

Part 1 (starts page 25) - **Manning Models** - Typical Airline Crisis Management Centre (CMC)

Part 2 (starts page 38) - Airline CMC - **Typical Facilities & Equipment**

Note - APPROPRIATE (ACTUAL / REAL) CMC IMAGE REQUIRED FOR INSERTION HERE

*The author / owner of this guideline document is seeking appropriate images of **real** airline crisis management centres for insertion into this document. Of particular interest would be images depicting (approximately) the various CMC models discussed in this section 1A*

*If anyone is able to assist in this matter, please make contact via email at:*

[info@aviation-erp.com](mailto:info@aviation-erp.com)





## Section 1A / Part 1 - Manning Models - Typical (Airline) Crisis Management Centre

### Which type of Airline Command & Control Centre *Manning* Model to Choose?

There are typically **3** main 'manning models' available for airline consideration (as per title above) - choice of which impacts significantly on the decision as to which **type** of (emergency / crisis related) **headquarters based** *Command, Control, Co-ordination & Communication* (C4)' **facility** to plan for, establish, operate etc.

\*This facility is generically known herein as a '**Crisis Management Centre**' - (CMC)

These manning models are typically based on (normal ops) personnel functional roles and responsibilities - **AND** / **OR** areas of specific (additional) expertise (e.g. humanitarian assistance; crisis communications; emergency call centre etc.) in crisis response ops:

#### CMC - Model 1

This model uses staff from **functional** airline departments etc. (e.g. aircraft engineering; airport services / ground ops; flight crew; cabin crew; legal; finance; insurance; corporate comms / PR; HR; security; commercial etc.) to **man** and **operate** an associated airline CMC, during a major crisis

**SENIOR** managers undertake the above roles i.e. General Manager (Vice President or 'Head of' or similar) and upwards (e.g. typically Director and / or Senior Vice President and / or similar) - with the 'top manager' (CEO / Chief Executive or similar) typically taking on the lead CMC role of '**Crisis Director**' (or equivalent title) i.e. he / she is in **overall** (strategic) charge of **ALL** C4 aspects of the airline's **ENTIRE** crisis response effort

The main **advantage** of this model 1 is that CMC operation is conducted via a complete 'set' of the airline's most senior managers

..... the main **disadvantages** are:

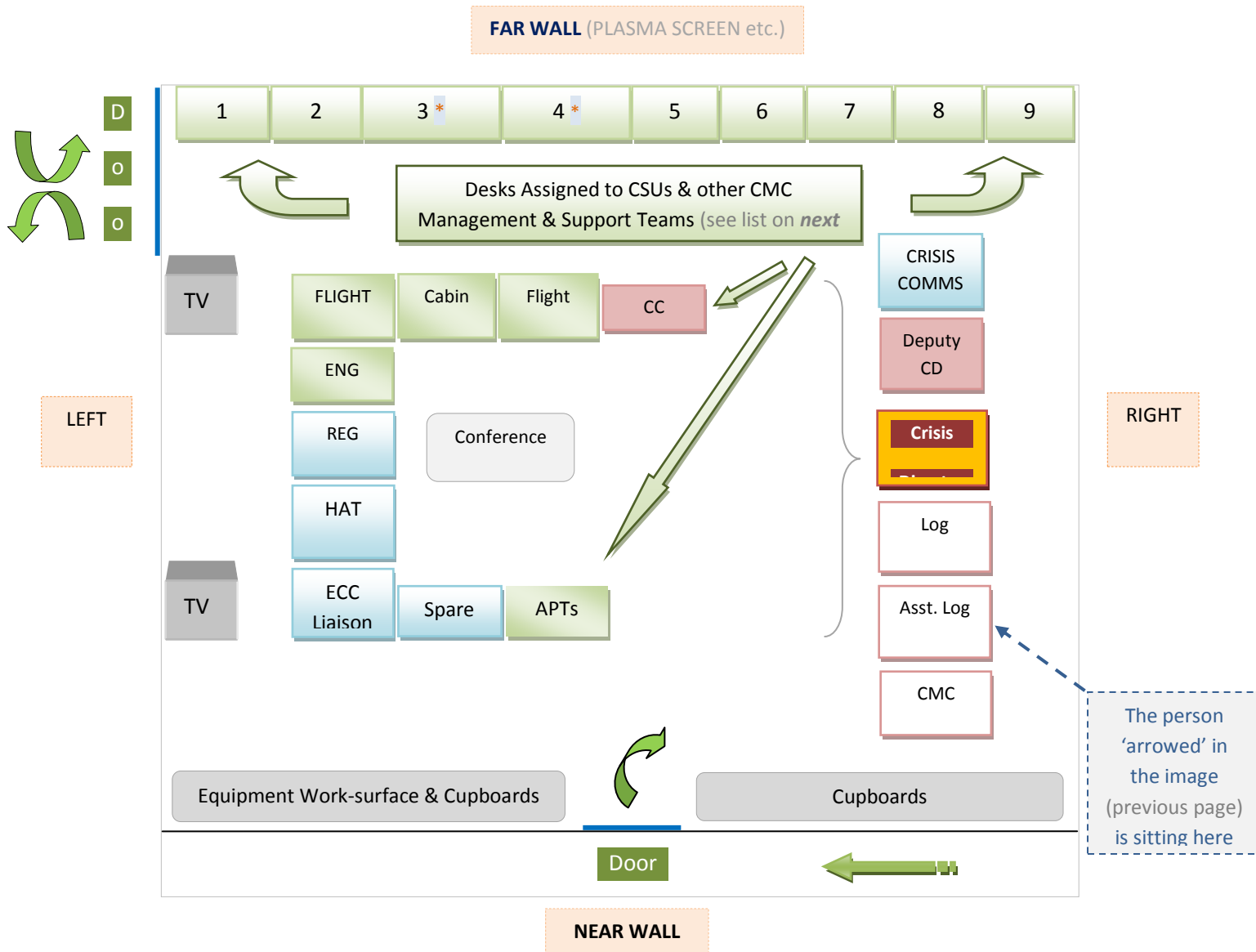
- '**Too many Chiefs and not enough Indians**' in the CMC
- Too many people in the CMC (e.g. potential problems with space; noise level; confusion etc.)
- Airline departments / business units etc. potentially left without direction, due their 'bosses' being deployed to the CMC - thus 'normal' ops + any associated **disrupted** / business continuity' ops might suffer accordingly (i.e. due lack of adequate leadership / oversight etc.)

**\*\* In the context used herein**, disrupted (possibly severely disrupted) operations are typically a direct consequence of a catastrophic aircraft accident - particularly if the accident airline operates a 'hub and spoke' system and the accident closes down the / a main hub for several days or more

- Further adverse impact on departments / business units (and thus further adversely affecting 'normal and disrupted' airline ops) as the 'deputies' to the 'leaders' (referred to above) also need to take their turn in CMC 24 hour shift manning (assuming 12 hour back to back shifts for days..... and possibly even weeks!)





Typical **CRISIS MANAGEMENT CENTRE** - Schematic Layout **CMC - Model 1A**

**Left Wall** = Whiteboards & Clocks    **Right Wall** = Whiteboards, Projector & Screen, Electronic Whiteboard, Clipboards on hooks etc.

Dedicated PC / laptop; landline telephone and **hardcopy** CMC crisis response pack - at each work station

<b>APTs</b>	= Airports CSU	<b>ECC</b>	= Emergency Call / Contact / Info Centre Liaison
<b>CD</b>	= Crisis Director	<b>REG</b>	= Regulatory & Stakeholder Liaison
<b>CC</b>	= Crisis Controller / Chief of Staff	<b>HAT</b>	= HAT Liaison & Support
<b>CSU</b>		= Crisis Support Unit	





..... continued from previous page

## Schematic Layout **CMC - Model 1A**

Note - the below refers to the block schematic diagram shown on the *previous* page

**Desk Allocation - CMC Far Wall** (i.e. far wall when looking from CMC 'near wall' door)

Desk 1 Spare

Desk 2 Security CSU (CMC Rep)

Desk 3 \* HOTAC, Travel & Transport Support

Desk 4 \* Spare / Operations Control Duty Manager (as per actual circumstances 'on the day')

Desk 5 GO-team Support

Desk 6 HR CSU (CMC Rep)

Desk 7 Insurance CSU (CMC Rep)

Desk 8 Legal CSU (CMC Rep)

Desk 9 Finance CSU (CMC Rep)

\* = equipped with extra wide screen desktop PC

**Note 1** - Model **1A** relies on an airline adopting the '**CSU**' system

Such CSUs **concurrently** man associated crisis response workstations in **both** the CMC and **also** at normal place of work (manpower permitting)

**Note 2** - ICT (IT / telecommunications) support for the CMC shall be provided by the **ICT** (internet, communications and technology) **Crisis Support Unit** i.e. the CMC hardware, software and telecoms etc. **support** is **very rapidly** available (within 5 minutes maximum) via a call to a designated ICT support team, latter being readily contactable 24H





## CMC - Model 2

This model envisages just **ONE** trained and exercised (competent) senior manager (Crisis Director) (preferably Senior Vice President / Director / equivalent level - but exceptionally a minimum of a specifically and appropriately appointed General Manager / Vice President / 'Head of' / equivalent) **in charge of the entire CMC** (per each [typically 12 hour] CMC shift) - and thus also **in charge of** (as delegated by the airline's top manager) **the airline's entire emergency response effort**

He / she is supported by a **relatively small CMC team** (e.g. absolute **maximum** of about 5-8 persons [per CMC shift] for a medium to large sized airline) of trained and exercised (competent) **middle management** staff - all typically / ideally having an appropriate '**operational**' background - whilst additionally being as '**expert**' as it is possible to be in emergency / crisis response matters (via **additional** and **dedicated** training, exercising, self-study etc.), without themselves being dedicated (full-time) emergency / crisis response specialist staff - of the involved airline

## CRISIS DIRECTOR - CD

Candidates for the post of (Model 2) **CD** should be personally selected, approved and annually re-approved by the airline's top manager

Said CDs should have full and free authority / autonomy (having been so **pre**-empowered accordingly) to manage the crisis response as they see fit, provided established procedures and processes (as documented in e.g. the airline's emergency / crisis response plan[s]) are used for the necessary guidance. This is not to prevent 'strategic (higher level management) guidance' being provided, when so requested by a CD - or otherwise where exceptional circumstances so require

CDs should receive full initial training and attend all recurrent training related to their emergency / crisis response duties. They should also attend all CMC exercises planned for them. The airline's top manager should regularly monitor / review (with a view to corrective action where required) all of the latter - including attendance requirements, associated compliance, theoretical and practical knowledge levels etc.

## SUPPORTING 'EXPERT' STAFF (CRISIS CONTROLLERS - CC)

The (Model 2) supporting staff (referred to herein as '**Crisis Controllers**') are **specially / specifically selected** and **approved** middle level managers, typically (but not always) having the right mix of airline (or equivalent) **operational** (as opposed to administrative, financial and similar etc.) background and experience - combined with the appropriate 'attitude', interpersonal skills etc.

Crisis Controllers undertake **exactly the same** training / exercising as Crisis Directors (i.e. typically training and exercising together) - and are able to deputise for CDs for short periods - as required

The primary function of the Crisis Controller **team** is to continually collect, collate, document and 'manage' all incoming crisis related information, from all and any sources - such that it forms the component parts of a continually updated '**CRISIS BIG PICTURE**'. The latter is, in turn, presented to the CD + his / her deputy + the CMC Log Manager - in the simplest, briefest and most relevant formats available







Based on said 'crisis big picture's' acquisition, retention, regular update etc. - the CD will continually make the command and control decisions required of him / her - in order for the airline to be able to respond / continue to respond adequately and agilely to the on-going emergency / crisis situation

In turn, Crisis Controllers then ensure that such command and control type decisions etc. are rapidly communicated **AND** implemented to / by the appropriate recipients e.g. Crisis Support Units (CSU); airline (and / or airline representative) station staff; specifically contracted 3<sup>rd</sup> parties etc.

As mentioned, the CMC Model 2 relies on the airline adopting the '**Crisis Support Unit**' system. In such circumstances (i.e. in a Model 2 system) CSUs are \* required to operate from their normal business / duty workstations only (i.e. they do **NOT** typically operate from the CMC)

\* Except for certain CSUs required to contribute specialist 'manpower' to any deployed GO Team

A 'log manager' (LM) and 'CMC administrator' (one of each per CMC shift - both operating from the CMC) completes the typical Model 2 CMC team

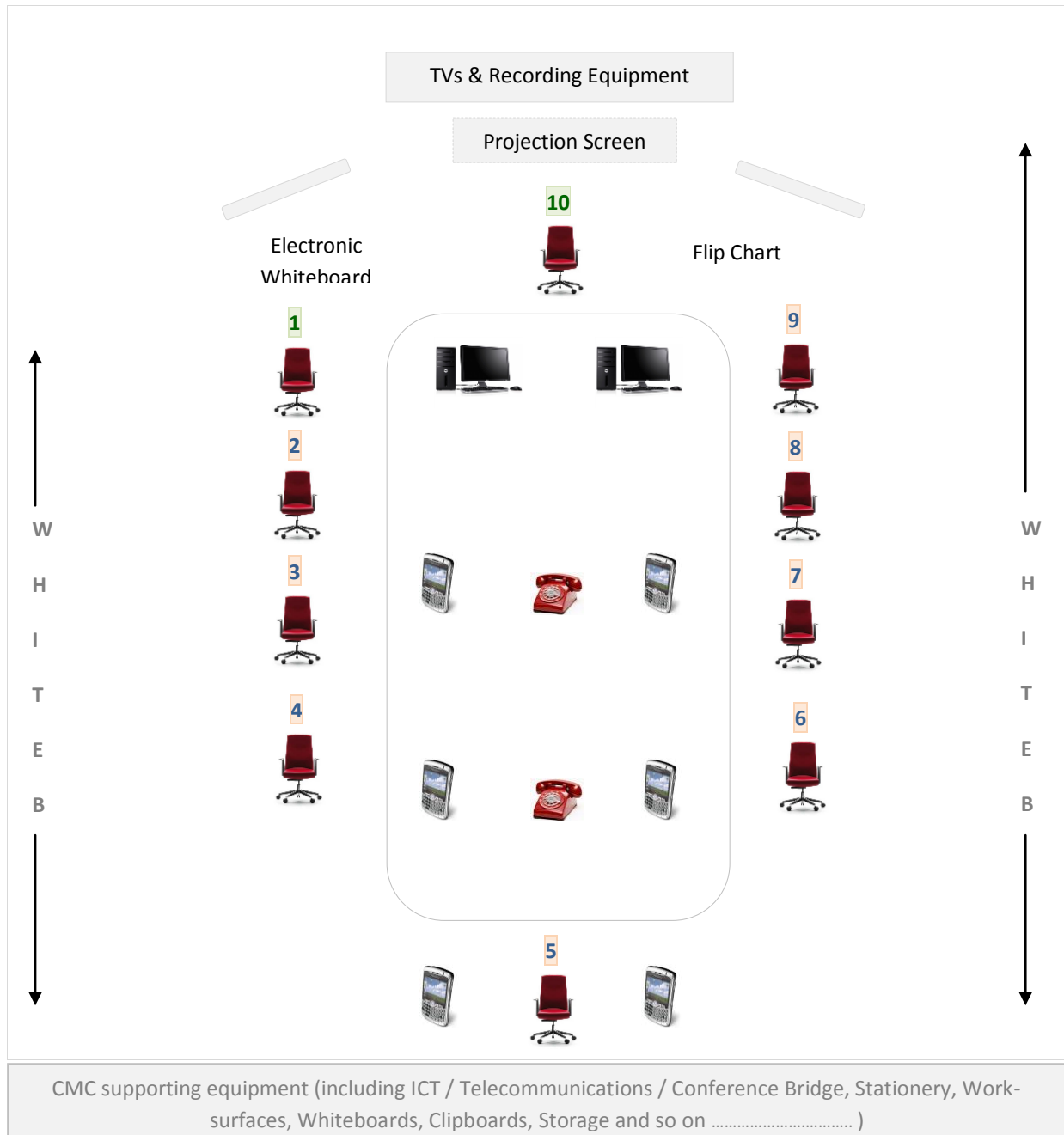
Note - Where manpower, facilities, budget etc. permit, it is generally advisable (for a number of valid reasons) to accommodate an airline's 'crisis communications [PR] team' in a separate (but ideally nearby) facility (**Crisis Communications Centre**) to that housing the CMC team. However, a senior and appropriately experienced crisis comms manager (controller) should still operate from the CMC itself (even if on a 'part-time' basis) - typically providing associated 'expert advice', liaison & co-ordination duties directly to / with the on-shift CD

The main **disadvantage** of the Model 2 system is the necessity for **CSUs** to typically operate from their normal work locations - when responding to a crisis. This requires establishment and maintenance of reliable, effective, efficient, robust and rapid (two way) liaison, co-ordination and info (communication) flows between CSUs, between CSUs and CMC.....etc. The security and protection of private / sensitive etc. matters is also more difficult to manage in such circumstances

The **advantages** (which far outweigh the disadvantages) are:

- Simplicity
- Minimum manpower deployed to the CMC (more space; less noise; less equipment needed)
- Minimum manpower deployed to the CMC (attractive to smaller [limited resources] airlines)
- Specially selected teams (background, experience, attitude)
- Team Expertise (specialised 'additional' training and exercising)
- CMC Autonomy (CD unilaterally makes most major [airline] decisions re crisis response ops)
- Team trained and re-trained on a continual cycle
- Team tested (exercised) and re-tested on a continual cycle
- Other senior managers (i.e. other than those directly involved in an emergency / crisis response) remain available to oversee concurrent 'normal' + any associated '**disruption / business continuity**' type operations



**Typical (Simplified) Crisis Management Centre Layout CMC Model 2 Schematic**

1 = \* Spare

2 = Crisis Controller (CC) 3

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

4 = Log Manager / Admin

10 = \* Spare

5 = **Crisis Director** (CD)

9 = CC 5

8 = CC 4

7 = Crisis Comms Controller

6 = CC 2 / **Deputy CD**

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





**Model 2 CMC / C4 Manning and Typical** (Deliberately very brief as recorded below) **Accountabilities** (Schematic)



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

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Note: 'COS' = CMC's Chief of Staff; 'HAT' = Humanitarian (Family / Special etc.) Assistance Team; 'LM' = CMC Log Manager





### Model 3

This is an extension of Model 1 - typically having **two**, (*separate*) Command and Control teams (located near to each other but typically **not** co-located) - one team being **STRATEGIC** (usually manned by selected, top management functional appointments). The other team is charged with **support** of the strategic team and for conducting **TACTICAL** command and control operations - based on strategy formulated by said strategic team

The tactical team (as opposed to the 'autonomous and expert' concept of a 'Model 2' CMC) is still (generally) functionally based - but uses managers at a lower grade / level (typically middle to junior level) than those in the strategic centre

**Model 3 is probably the least efficient of all** in terms of **manpower** & other **resources** use - and is also subject to most of the **disadvantages** of Models 1 & 1A

The main **advantage** of Model 3 (provided that the strategic & tactical teams are not **too** closely co-located) is the ability of the 'senior strategy team' to operate in relative isolation from the rather frantic activity initially expected in the '**tactical**' response facility

### Other Models

A small number of other CMC models do exist - which are, in the main, relatively minor variations of one or other of those documented above. They are not mentioned further herein

### Which C4 Manning Model to Choose?

There is no simple answer to this question - except to say that airline size, business model, composition, resources (particularly manpower, facilities and budget) etc. will be major considerations. However, some basic guidance follows:

".....For **most** airlines - Model 1A or Model 2 will be the best choices

As to which of these two models might be the '**best**' choice of all, note that **Model 2** requires a larger personnel base (around 2.5 times more) of relatively '**crisis response related expert**' staff (i.e. Crisis Controllers in this case) than **Model 1A** - **which is actually / obviously a distinct advantage in terms of overall crisis response staff expertise & flexibility** e.g. if there is no Crisis Director available (from the CD pool) to undertake e.g. the role of 'Leader GO Team' (which is ABCX Airways SOP) - then the most appropriate 'crisis controller' available would be assigned to this role instead

Note also that lack of the \* extra CSU personnel resources and / or larger CMC facility resource (**both** would be needed by a Model 1A system) - may **also** dictate that Model 2 is the **ONLY** choice for smaller and / or less well-resourced airlines - particularly in terms of manpower

\* Reminder - **Model 1A** requires CSUs to **concurrently** man associated crisis response workstations in **both** the CMC **and also** at most normal places of work

In a **Model 2** system, CSUs do **not** operate from the CMC (they typically operate from 'normal business' locations instead) - thus considerably lowering CMC manpower demands overall - ***thereby contributing to improvement of any associated business continuity activities / outcomes***



Consequently, **Model 2 probably takes the lead** over Model 1A - as 'best choice of all'

Which C4 Manning Model is used in **this** Guideline Document?

This guideline (the document you are now reading) uses a **Model 2** CMC as its basis



**Note 1** - An equivalent **Model 1A** CMC guideline document and CMC facility can be produced (as required by the user) by adapting the Model 2 version (as referred to / used herein). The latter should be a relatively straightforward task e.g. instead of a Crisis Director and around five or so Crisis Controllers managing the airline CMC (*as per Model 2*) – the Model 1A might have instead e.g.

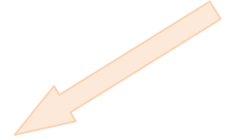
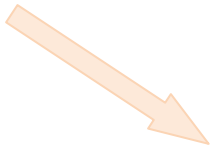
- A Crisis Director
- A deputy Crisis Director
- One or two Crisis Controllers (with more as an option)
- A Crisis Communications Controller
- **Full CSU representation** and other staff **actually in the CMC** - supporting all of the above
- **Additional CSU representation** at their 'normal business' workstations (i.e. not in the CMC)

(In contrast [it will be recalled] CSUs do **not** operate from the CMC in a **Model 2** [they operate from their **normal places of work** instead])

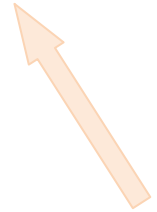
The airline's Crisis Communications Centre should ideally still be separate from the CMC (but close by)

Note that most Model 2 checklists (contained in the 'parent document' mentioned further above) will also apply equally to Model 1A - **with appropriate adaptation** - particularly with regard to whom they are assigned e.g. (in a Model 1A) to appropriate CSU staff **instead** of Crisis Controllers

**Note 2** - It will typically **not** be possible to adapt the **Model 2** CMC to **Model 1** or **Model 3** CMC requirements



APPROPRIATE 'REAL / ACTUAL' EXAMPLES of CMC IMAGES ARE REQUIRED FOR INSERTION HERE



*The author / owner of this guideline document is seeking appropriate images of **real** airline crisis management centres for insertion here - similar to the image shown on page **26**. Of particular interest would be images depicting (approximately) the different CMC models discussed above*

*If anyone is able to assist in this matter, please make email contact at:*

[info@aviation-erp.com](mailto:info@aviation-erp.com)



## DEFINITION - **Crisis Support Unit** - (CSU)

The term '**Crisis Support Unit**' is used herein to describe elements (staff) comprising an airline's various departments / business units etc. (typically [but not always] located / working at and / or near airline HQ location) - having identified, (direct or indirect / greater or lesser) roles and responsibilities to play, in response to a catastrophic aircraft accident or similar impact emergency / crisis / incident

CSU staff roles and responsibilities are typically (but not always) related **directly** to what the CSU's parent department / business unit is responsible for during **normal** (day to day) airline operations

Typical CSUs include e.g. .... Flight Operations; Customer Services / Service Delivery (including cabin-crew); Operations Control Centre; Airports Services (Ground Ops); Finance; Legal; Insurance; Safety (flight and ground); Security; Aircraft Engineering (Maintenance); Staff / Industry Travel; HR; Commercial; Corporate Communications / PR etc. There are more!

Ideally, every airline HQ department / business unit with CSU responsibilities (which is the vast majority of them) might be imagined to be "virtually" divided into two sections during crisis response ops, with one section (**non-CSU**) looking after **normal** (and possibly **disrupted / business continuity**) operations, whilst the other (the **CSU**) focuses its efforts on that department's / business unit's **emergency / crisis response ops**

CSU staff can typically assist in the manning and operation of an airline's Crisis Management Centre (CMC) at time of crisis - under the leadership of a Crisis Director ..... AND / OR conduct emergency / crisis response operations from their normal place of work. Some CSUs are expected to deploy staff as part of an airline's **GO Team** - as appropriate

Note - a **very** small number of airline HQ departments might **not** be required to form a CSU in the sense described just above. For example, an airline's **Quality Department** generally has no obvious crisis response role (related to its 'normal' day to day business) during **actual** response to a catastrophic aircraft accident. Note however, that Quality Department staff can still assume non-CSU **\* generic** crisis response roles such as e.g. '**CMC - Log Manager**'; '**CMC - Emergency Call Centre Liaison**'; '**CMC - GO Team Support**' etc.

**\* Such crisis response generic roles are not typically related to the functional (normal business operations) roles and responsibilities of the departments / business units / person(s) specifically referred to just above**

In the context of **CMC - Model 1A** - CSU responders assigned crisis duties at / near airline HQ - should operate from normal work locations - and most will **ALSO** (additionally) need to provide a rep to the CMC (manpower permitting - which might be problematic?). Similar should apply to the 'tactical' part of a **CMC Model 3**

In the context of **CMC Model 2** - CSU reps assigned crisis duties at / near airline HQ generally operate from **normal work locations ONLY** at time of crisis (i.e. **not** from the CMC facility). However, close and constant liaison between CSUs & CMC staff (Crisis Controllers for latter) is obviously **ESSENTIAL**

For more information on CSUs - see (**separate** document) - CRPM Part 1 (ERP) / Volume **7**





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## Section 1A / Part 2 - Crisis Management Centre - Typical Facilities and Equipment used

### Facility

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

### Fixtures & Fittings

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

### Documentation & Stationery

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



### **'Ideal' List of ICT and Similar**

- ✓ **Modern** computers (laptops [wireless capable] ideal as they can be moved to separately located CMC backup facility if required) - **one per each CMC workstation**
- ✓ PCs / laptops to have **modern** (recent) & **adequate** operating system + **all relevant applications** (*operational* [functional] and *administrative*) **pre-loaded** as per CMC and airline requirements
- ✓ Dedicated crisis email addresses for all CMC workstation positions (i.e. no use of personal [company / business] emails in general CMC use - **BUT** latter should still be accessible from CMC)
- ✓ Selected company ICT security and similar restrictions lifted (removed) for CMC ICT systems operation e.g. no limits on the size, content etc. of information sent or received by CMC
- ✓ Genuine **high speed** (e.g. fibre) internet access - preferably independent of (in addition to) the airline's 'normal' internet access system
- ✓ **Landline** telephones (**one per CMC workstation** + several CMC spares). If landlines reliant on a local **digital** exchange - then a number of (external) **analogue** landlines also required in CMC
- ✓ Headsets for all landline telephones (quieter CMC environment) (+ equivalent for M. Phones)
- ✓ **Dedicated** CMC mobile / smart phones etc. (In adequate numbers and also being separate from those used by e.g. the GO Team and those issued to staff for 'normal business' purposes)
- ✓ Satellite telephones (2 or 3 - CMC specific - i.e. separate from those used by GO Team)
- ✓ Walkie / talkie (short range) radios - in case of complete, local telephone failure
- ✓ Modern (state of art) Video Conferencing equipment / connections / software etc.
- ✓ PC / laptop etc. connectable overhead projector and related screen(s) (or equivalents)
- ✓ Smart Televisions (at least 2) / equivalent - capable of monitoring all major international news channels (including social media) via a wide variety of inputs
- ✓ Plasma screen(s) - at least 1 (easily & quickly connectable to appropriate source device[s])
- ✓ Modern PC / laptop etc. connectable **electronic** whiteboard (or similar) drawing / writing system etc. with outputs to appropriate (electronic) display systems etc.
- ✓ Adequate supply of 'large capacity' memory sticks / portable hard disk storage units etc.
- ✓ Comprehensive (aviation type crisis specific) Crisis Management Software System
- ✓ A regular, reliable system in place to 'check-out / maintain etc.' all of the above, as required
- ✓ Anything else?

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

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

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

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

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



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## Section 2A - Background (General) Information

### The 'INTEGRATED APPROACH' to AIRCRAFT ACCIDENT RESPONSE PLANNING & OPERATIONS

The typical (airline / aircraft operator) catastrophic aircraft accident will involve many responding parties (possibly world-wide) in addition to the accident airline itself - **and the latter needs to be aware of all of them**, as it will inevitably be inter-operating (to a greater or lesser degree) with same, under such circumstances. Such 'parties' typically comprise (*list is far from being exhaustive*):

- Emergency Services (including possible military, paramilitary & search & rescue assistance)
- Airport Authorities / Airport Management Companies / Airport Operators
- Airline Representative(s) - typically ground handling organisations, supervisory agents etc.
- Health & similar authorities, including hospitals, ambulance operators, mortuaries etc.
- Government level authorities primarily concerned with air accident investigation (e.g. the UK's [Department for Transport] Air Accident Investigation Branch [AAIB]; the French 'Bureau d'Enquetes et d'Analyses' [BEA]; the National Transportation Safety Board [NTSB] from the USA etc.)
- Other organisations concerned with air accident investigation e.g. the appropriate engine, airframe and systems manufacturers; aircraft owners / lessors; insurance companies / hull loss adjusters; lawyers etc.
- Government level authorities (national, regional and local / tribal) and others (e.g. voluntary groups) primarily concerned with humanitarian / welfare (psycho-social) and similar support operations (e.g. Humanitarian / Family Assistance) - related to accident victims and their associated families, relatives and friends (FR)
- Coroner / Medical Examiner / Disaster Victim Identification authority (including personal effects recovery element etc.)
- City / Town / Village etc. 'local government' type authorities
- Volunteer Groups, Non-Government Organisations (e.g. Red Cross / Crescent), 'Faith / Religious' representatives etc.
- Other airlines (& similar) involved e.g. appropriate leased /chartered aircraft operations; codeshare, alliance & mutual aid partners; tour (holiday package) operators etc.
- Embassies, consulates and similar
- Airline sub-contracted (3<sup>rd</sup> party / external / commercial) specialist (expert) support organisations ..... *and so on*

There are a relatively small number of international & national **statutory / regulatory** procedures and processes in place relating to some of the above (e.g. the ERP related requirements of ICAO's 'Safety Management System - SMS'). Same should be identified and documented in the relevant 'volume' of the ABCX Airways ERP (CRPM Part 1)



Limited **local** liaison and co-operation (integration & best practice) has also taken place for some areas mentioned on the previous page - typically resulting in associated **mutual aid co-operation agreements** and appropriate / associated '**memorandums of understanding**' - (MOU)'

It is important to note that most commercial **airports** worldwide are 'legally' required to have an **Airport Emergency Plan** (AEP) in place and, as part of same, must set up, man and operate an **airport** crisis response C4 facility - (often known as an 'Emergency Operations Centre' (**EOC**) - but many other titles are in use around the world) - at time of major crisis

Airlines operating to / from such airports must be aware of the latter - being typically 'obliged' by the airport of concern (at least in most [but not all] of the more developed countries) to submit an **airline** emergency response plan (to the **airport** authority / operator) which integrates with (but is subordinate [at least in theory] to) that of the airport's equivalent plan (i.e. the **AEP**)

The 'accident airline' will also typically be required to provide a **locally** based (airline) representative to an airport's **EOC** at time of airline crisis at or near to that specific airport. Many airlines assign / delegate this requirement to their local ground handling agency / (airline) representative

All of the above serves as a reasonably representative indication of the main (but not all) external parties which an airline's CMC, CSUs, GO Team etc. - might need to work / integrate with - following a catastrophic aircraft accident to one of its aircraft. Ideally, a **pre-planned, integrated** crisis response approach (between the 'airline' and all such organisations [as appropriate]) is highly desirable in theory - but has proven to be difficult to achieve in practice

In reality, such a pre-planned, integrated approach will be impossible to achieve universally across an airline's network and might, consequently, need to be conducted on an 'ad hoc' basis in many circumstances - e.g. only **after** an accident has actually taken place

Furthermore, such integrated crisis response ops with & within '**less and least developed**' countries (**AND** in some developed countries too!) - can be problematic e.g. due to the lack of will, knowledge, appropriate documentation (crisis response plans, procedures, checklists etc.), finance, adequate facilities (emergency ops centres, uninjured survivor reception centres, fire and rescue vehicles, ambulances etc.), trained and / or proficient manpower resources, other required resources - etc. Ineptitude, corruption, local security situation etc. can also be adverse factors here

Unreliable ad hoc and / or non- existent arrangements as described above must nevertheless still be managed and / or addressed (by the airline[s] involved) insofar as is possible / practicable so to do - particularly for airports considered by an airline to be associated '**major hub(s) / primary airports**'

For the latter situation, formal, pre-planned and integrated crisis response plans **must** be actively pursued (again, insofar as is possible under 'local' conditions) with all appropriate 'partner' organisations at such 'hub / primary' airports (and as many other involved airports as possible) - typically covering e.g. joint C4 procedures; joint humanitarian / health / welfare ops; joint crisis communications ops; protocols re accident aircraft salvage / recovery; joint training & exercising etc.

Whilst the reasons for the above should be obvious to any airline, the difficulties in so achieving might (probably will) be considerable - but, as already mentioned, the desired outcomes **MUST** be pursued nonetheless - no matter how hopeless the actual situation 'on the ground' seems to be

Sometimes it has to be accepted that success in such endeavours might not be possible



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## Section 2B - ABCX Airways C4 - Manpower Resources Summary

**CMC - Crisis Director Team** (CD) (See also pages 61 & 62 herein) (Note: **24 / 7 / 365 airline ops assumed**)

Nominated and approved ABCX Airways senior managers (typically [but not always] of 'director / senior vice president' etc. grade or equivalent) comprise the CD **on-call pool**

All CDs shall be appropriately trained and exercised (and shall be current in same) accordingly

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

A (one) CD shall be reliably **on-call** 24 / 7 / 365. During actual emergency / crisis response ops, CDs will be assigned to duties - based on a 12 hour shift pattern - and shall (typically) operate from the airline's Crisis Management Centre (CMC)

Note - until such time as the CMC has been activated and adequately manned, **the crisis response shall be managed in its entirety** by the airline's **Operations Control Centre (OCC) Duty Manager & his / her team**

**Nominated** OCC staff shall be appropriately trained and exercised (and be current in same) accordingly

**CMC - Crisis Controller Team** (CC) (See also pages 63 & 64)

During emergency / crisis response ops, 'on-duty / on-call' CDs are supported by a small, dedicated team of CCs - being trained, exercised and current (same training as for CDs) accordingly

Nominated ABCX Airways **senior** to middle level managers shall form the CC **on-call pool**

**\* Senior** managers shall be assigned to one or other of CD or CC roles (but not both) - depending on background and experience. **All** CDs and **senior manager** level CCs shall be nominated and approved by the airline's Top Manager

It is expected that **one** CC will **deputise** for an 'on-duty' CD whilst a **second oversees** the detailed and hands on running / operation of an activated CMC facility + its staffing i.e. a '**chief of staff**' (COS) type role (See page 63 for more details re the 'COS' role)

**Other** (additional) CCs directly support CMC C4 operations, including **oversight** of all airline related crisis response ops taking place outside of the CMC (e.g. Crisis Support Unit ops; Outstation ops; GO Team ops; 3<sup>rd</sup> party [specialist] support ops etc.)

A (one) CC shall be reliably **on-call** 24 / 7 / 365. During actual emergency response ops, CCs will be assigned to duties - based on a 12 hour shift pattern - and shall (typically) operate from the airline's CMC facility





### **Crisis (Response) Planning Manager (CPM)**

The airline's CPM (i.e. the person primarily and permanently accountable for the overall effectiveness and efficiency of the airline's entire emergency / crisis response planning system) shall be considered to be both the '**big picture** (strategic)' and '**close-up picture** (tactical)' **subject matter expert** on all matters concerning same

Accordingly, this person's primary duty during **actual** emergency / crisis response ops (based 24H in **OR** very close to the airline's CMC) is to exercise such expertise - largely in an **advisory** / **consultative** / **expert** role, encompassing the whole airline (+ any parent group / company; engaged [specialist] 3<sup>rd</sup> party support etc. - where appropriate and so authorised)

However and where necessary, the CPM may '**propose**' direction and implementation of whatever overall and overriding remedial measures he / she may consider necessary (i.e. as appropriate to the circumstances during **actual** emergency / crisis response operations) aimed at ensuring the overall integrity of such response. Such 'proposals' should, in general, be accepted by **all** appropriate staff involved - whatever their title or grade, unless there is very good reason not to do

Similarly, other (subordinate) Crisis Planning Section personnel (if any) shall have the same 'implied authority', within their relevant and specific areas of crisis response specialisation / expertise e.g. 'Humanitarian (Family) Assistance ops'; 'Emergency Call Centre ops'; 'GO Team ops' etc.

All members of the airline's Crisis Planning (CP) Section should generally be prepared for 24H availability for the duration of any major crisis - taking rest and sustenance as and when available. **Where sufficient manpower is available**, the CPM shall directly support the emergency / crisis response, typically at the CMC / airline HQ location - whilst a further (appropriately competent) CP section member shall be part of any deployed GO Team - with a similar supporting role

### **CMC Log Manager (LM) and CMC Administrator Teams**

An activated CMC shall be supported on a 24H basis (12H shifts) by a CMC **Log Manager** and a CMC **Administrator**. Sufficient trained & exercised persons shall comprise the 'manpower' pool for this team - so as to reasonably expect adequate availability for crisis response duties, **without** necessarily operating an 'on-call' system

### **CMC Crisis Communications Team** (Manpower resourced from airline's Corporate Comms / PR Dept.)

Responsible for all aspects of airline internal and external crisis communications - including provision of adequate (both in terms of experience, training & numbers available) 'spokespersons'

At time of major emergency / crisis, a senior and experienced member of this team (Crisis Communications Controller) shall operate 24H (12 hour shifts or similar) from the airline's CMC and / or from the (separate but nearby facility) Crisis **Communications** Centre (CCC). The remainder of this team shall conduct crisis communications ops from the CCC. In all likelihood the latter will be located in the 'normal business' Corporate Communications / PR office(s) at airline HQ. However, airlines with adequate resources may be able to operate a **dedicated use** CCC facility instead

For a number of valid reasons it is generally **not** advisable to co-locate the CCC with the CMC (but they should ideally be located close to each other)



### Normal *Operations Control Centre Team* - OCC

This team is headed by the OCC Duty Manager (ODM)

The ODM and his / her team are responsible for managing *all initial aspects* of any ABCX Airways emergency / crisis response until such time as the CMC is able to assume this responsibility

**Note** - for more in-depth information on this team - see *separate* document in this series, CRPM Part 1 / Volume **7A** - 'OCC Crisis Support Unit' - Emergency Response Plan)

### *Crisis Support Units* (CSU) - See 'CSU' definition - page 36

CSUs typically operate from the airline's *main HQ* location AND / OR as part of any deployed GO Team. Depending on the nature of the particular emergency / crisis, most CSUs shall plan to man & operate on a 24H (12H shifts) basis

**Note** - As a reminder, CSUs typically perform vital roles *related to* the emergency / crisis response elements of what they generally 'do' (roles, responsibilities etc.) during *normal* airline ops

In a **Model 2** CMC (see page 29) - CSUs typically operate / respond from locations *external to / separate from* the CMC (typically at *normal* place or work [i.e. *not* as a direct element of the CMC] **AND / OR** as a significant part of any airline GO Team deployment)

Accordingly (because of such separate operating locations), great care must be taken during *pre*-planning to ensure the achievement of continual, effective (guaranteed) communications and liaison between CMC and CSUs, during actual emergency / crisis response ops

**Reminder** - By way of contrast, in a **Model 1A** CMC - CSUs typically operate / respond from the **CMC** itself and / or from **normal place of work** and / or as **part of any GO Team** deployment

**Reminder** - *this* guideline (you are reading it now) is based on a **Model 2** CMC system



### **Leader GO Team** (LGT)

A qualified, current and 'appropriate' CD (or, exceptionally, a specifically nominated and approved CC) - appointed 'on the day' by the on-duty Crisis Director, to lead and manage all aspects of **deployed ABCX Airways GO Team** operations (i.e. the LGT deploys as part of the GO Team)

Manpower permitting, an appropriately qualified and current CC will also deploy with any GO Team in the dual roles of '**deputy LGT**' and '**Operations Support & Admin Manager**'

The LGT reports directly to the on-duty CD at airline HQ (CMC)

Note - where GO Team deployment is **not** required - the position of 'Leader GO Team etc. does not exist

### **Investigation Manager** (IM)

(Manpower resourced from any / all of Safety, Flight Ops, Cabin Crew, [Aircraft] ENG CSUs etc.)

The appropriate ABCX Airways manager / pilot / equivalent person, deploying with the GO Team (or not as the situation on the day requires), in order to represent the airline's interests (if so invited) in and / or provide expert support (if so invited) to - any formal air accident investigation process

The IM (when [if] GO Team deploys) reports to the deployed LGT (from an airline viewpoint) - otherwise he / she reports directly to the on-duty Crisis Director at airline HQ

During GO Team deployment (where appropriate manpower might be in short supply) the LGT may be required to also assume the role of 'Investigation Manager'. In such circumstances the LGT must have the appropriate qualifications(s), expertise and experience so to do

### **GO Team - Humanitarian Manager** (HM)

A qualified, current and 'appropriate' CC (or otherwise an appropriately qualified, trained and experienced person) shall deploy with any airline GO Team (or otherwise) in the role of 'Humanitarian Manager'. All aspects of GO Team associated humanitarian, welfare and similar / associated responses / services etc. are overseen on-site by the HM - including the HAT, HR CSU, Finance CSU, Legal CSU, Insurance CSU etc. The HM reports to LGT

Note - where GO Team deployment is **not** required - the 'formal' position of HM will not exist. In such circumstances, HM type responsibilities will be assumed by the CMC team at airline HQ



### **Humanitarian (Special) Assistance Team** (HAT)

(See **separate** document CRPM Part 1 (ERP) / Volume **3** / Humanitarian Assistance Ops - for more information)

ABCX Airways has its own limited capacity (volunteer) HAT operation. The 'top to bottom' reporting chain for this team (when deployed as part of a GO Team) is '[Leader GO Team → HAT Controller → HAT \(Team\) Leaders' → HAT \(Team\) Members](#)

Note - where a 'formal' GO Team deployment is **not** required - the HAT Controller reports directly to the HAT Manager (latter operating from the airline's CMC at airline HQ). In certain circumstances, an appointed & appropriately trained / exercised / competent **CMC Crisis Controller** will be appointed to assume 'HAT Manager' type roles and responsibilities

Further humanitarian assistance capacity requirements (where needed) are outsourced fully to specialist, 3<sup>rd</sup> party (external) vendor '[WYZ Emergency Services - WES](#)'

During actual emergency / crisis response ops - **strategic** C4 of [WES](#) is exercised by the ABCX Airways CMC. **Tactical** C4 is exercised by the HAT Manager and / or the specialist WES Manager

### **Emergency Call Centre & Team** (ECC & Team)

(See **separate** document CRPM Part 1 (ERP) / Volume **4** / Emergency Call Centre [ECC] Ops - for more info)

The ECC service is fully outsourced to '[WYZ Emergency Services - WES](#)'. During actual emergency / crisis response ops - **strategic** C4 of the latter is exercised by the ABCX Airways CMC. **Tactical** and **Operational** C4 is exercised by the specialist WES Manager operating from the ECC

### **GO Team - Operations Support & Administration Manager** (OS&AM)

OS&AM is the appropriate ABCX Airways manager, deploying with the GO Team, in order to provide all aspects of crisis response **expert support** and **advice** to that team - as appropriate

This person (if such person is available / exists) will typically be an appropriately experienced member of the ABCX Airways Crisis (Response) Planning Department / Section / Business Unit (other than the CPM [who always remains at airline HQ to provide direct expert support and advice there])

If no such person (as described just above) is available, specifically qualified and current Crisis Controllers will be appointed by the on-duty CD to take on this role - in addition to also assuming the role of 'deputy LGT'. The OS&AM (when deployed) reports to the LGT

Note - where GO Team deployment is **not** required - the formal position of OS&AM does not exist

### **GO Team - Other C4 Reporting Lines**

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

- GO Team element of Crisis Comms Team reports to senior deployed PR Manager who, in turn, reports to LGT
- Deployed airline spokesperson reports to LGT or CD (depending on spokesperson's grade)



- CSU Team Leaders report to Ops Support & Admin Manager (deputy LGT)
- GO Aircraft operating crew report to Ops Support & Admin Manager (deputy LGT) - via the Aircraft Commander (for all matters **not** directly related to flight operations)

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

The airline's own '**Station Manager**' / equivalent person (being an actual ABCX Airways employee **OR** otherwise the equivalent airline rep at an ABCX Airways **regular destination** station / airport e.g. GHA, Supervisory Agent etc. **OR** otherwise the equivalent airline rep at **ad hoc destination** airports) - tasked (requested as appropriate) with leading any **local** emergency / crisis response ops (on behalf of the airline) as related to a major ABCX Airways aircraft accident involving such station / airport / location:

- Occurring at an ABCX Airways regular destination airport or within a pre-defined / pre-agreed (limited distance) geographical radius of same OR
  - Occurring in-between ABCX Airways regular destination airports - but falling outside the area of responsibility detailed immediately above OR
  - Occurring at any other location world-wide, where the airport of concern is the 'closest' **ABCX Airways related facility** to that aircraft accident location (known herein as '**airline airport nearest**') OR
- \* Namely where **pre-agreed** (contracted) direct or delegated airline representation **is** available. Note - the above airport may be hundreds of miles (possibly even further) from accident location
- Occurring at any other location world-wide, where the airport of concern is the 'closest' **suitable airport** (for use as an airline GO Team destination) to the aircraft accident location ('**GO Team - airport nearest**')

\*\* Namely where **pre-agreed** direct or delegated airline representation is **not** available

Note - depending on accident location, the '**airline airport nearest**' and the '**GO Team - airport nearest**' can be the same OR different airports

The C-LACC should typically operate from his / her own airport office(s) during crisis response operations - such offices being temporarily retitled '**ABCX Airways - Local Accident Control Centre**'

Upon **local** arrival of an airline GO Team at any of the airports listed above, the C-LACC shall continue his / her crisis response duties - but now under the direction of the Leader GO Team and / or any specialist **airports management** CSU personnel

For specific / in-depth info on station / destination airport emergency response planning - see **separate** document in this series, CRPM Part 1 / Volume 6 - 'Station / Destination / Other Airport ERP Operations'



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

ABCX Airways Station staff (or airline representative staff e.g. GHA / Supervisory Agent) representing the airline (where possible / practicable / safe so to do) at accident locations considered as being 'off-airport' (but **not** being '*remote*' from such airport)

Note - the term '*remote*' (as used above) refers to accident site locations which cannot be satisfactorily managed (for whatever reason) from the nearest ABCX Airways Station / airport or equivalent location

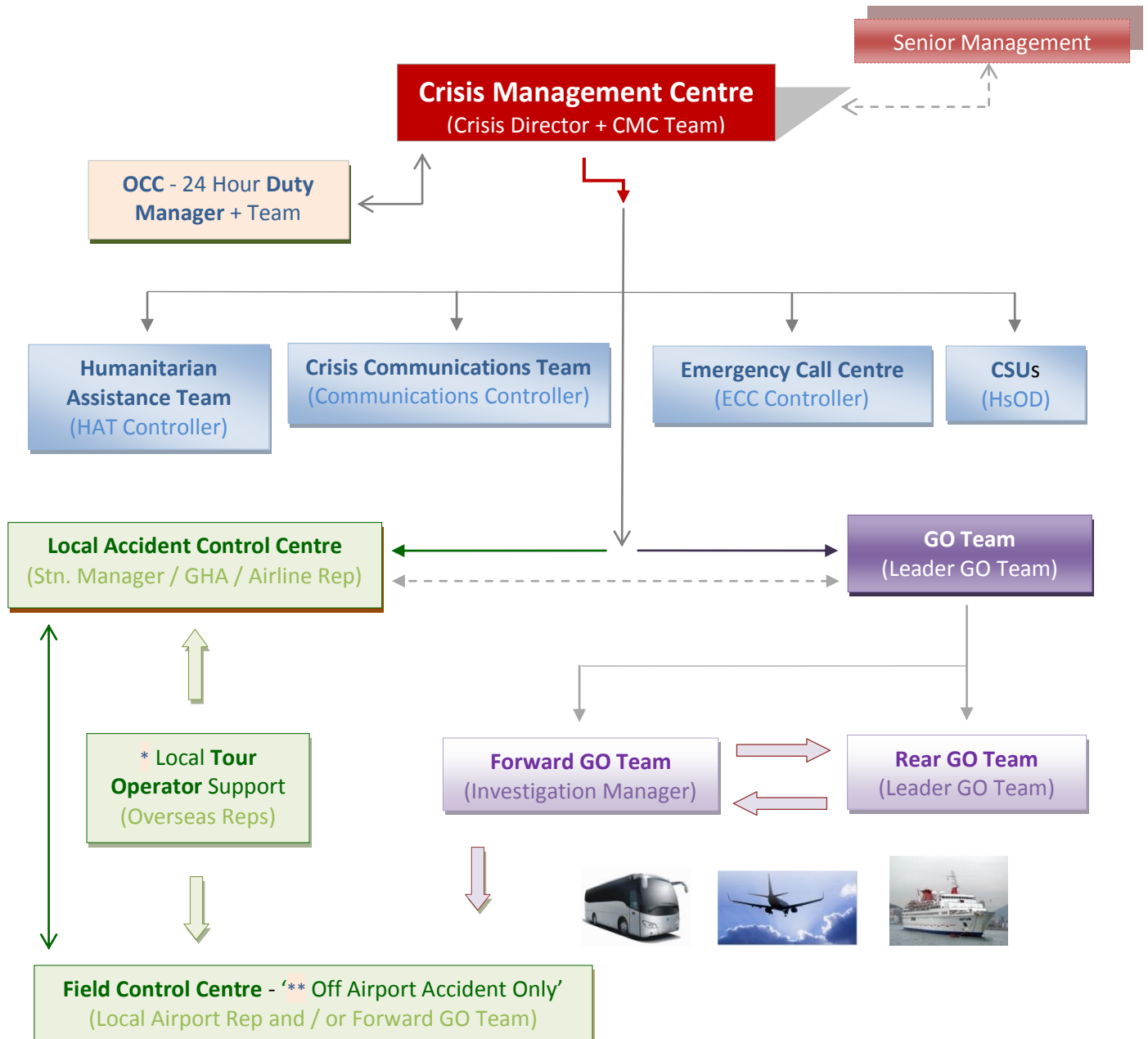
As such, selected elements of the ABCX Airways GO Team will invariably need to **represent the airline** (ABCX Airways) in toto at such **remote** accident locations - provided that they can 'actually get there' of course and that it is safe / permissible / prudent etc. so to do

Purely from the accident airline's viewpoint, the PIC-FCC reports to the C-LACC at the nearest ABCX Airways Station / destination airport

For more in-depth information on **station / destination airport** emergency response planning - see **separate** document in this series, CRPM Part 1 / Volume **6** - 'Station / Destination / Other Airport ERP Operations'



Section 2C - ABCX Airways C4 Schematic - Catastrophic Aircraft Accident Scenario



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

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

CSU = Crisis Support Unit

ECC = Emergency Call / Contact / Information Centre

GHA = Ground Handling Agent (Airline Representative)

HsOD = Heads of Department

OCC = Operations Control Centre



## Section 2D - ABCX Airways - Alerting and Activation System

### Requirement to be **Contactable**

There is a specific responsibility placed upon nominated ABCX Airways **key emergency / crisis response personnel** and their **designated alternates** to be contactable 24 / 7 / 365 (on a roster basis) - either **de facto** (i.e. **actually on duty** e.g. OCC; MAINTROL [Duty Aircraft Engineers] etc.) and / or via an 'on-call' roster (e.g. on-call CD; on-call CC; on-call CSU contact persons etc.)

Such key persons etc. shall be fully aware and knowledgeable concerning their emergency / crisis response accountabilities and be able to perform them adequately and without **undue delay**, when so required. The appropriate CRPM / ERP (& similar documents) shall specify who such key personnel are, together with how the term 'undue delay' shall be 'interpreted'

### **Alerting** (Notification)

The persons described just above will be 'alerted' by an automated system, typically initiated by the airline's HQ based OCC Duty Manager (which specific persons get alerted depends on pre-ordained 'rules' associated with the declared 'Alert State Colour Code' [see page 55] - as relevant to the actual circumstances of the particular crisis, 'on the day')

Where necessary, such persons will, in turn, activate their own (internal) department / business unit's pre-prepared **manual** (i.e. non automated) alerting system (see diagrams next two pages)

### **Activation**

Activation follows on from 'alerting' and refers to the need for those alerted to report for crisis duties without delay; take rest (e.g. ready for next shift) etc. (as per pre-ordained standard procedures and / or as per actual circumstances prevailing 'on the day' and / or as directed)

ABCX Airways - **Alert State Colour Code System** - see page 55

**On-Duty** versus **On-Call** Personnel - see page 56

Note again that **all** staff responsible for controlling and / or participating in a crisis response alerting and activation system shall be fully familiar with their own and their department / business unit's emergency response plan roles / responsibilities / accountabilities etc. - including alerting & activation aspects

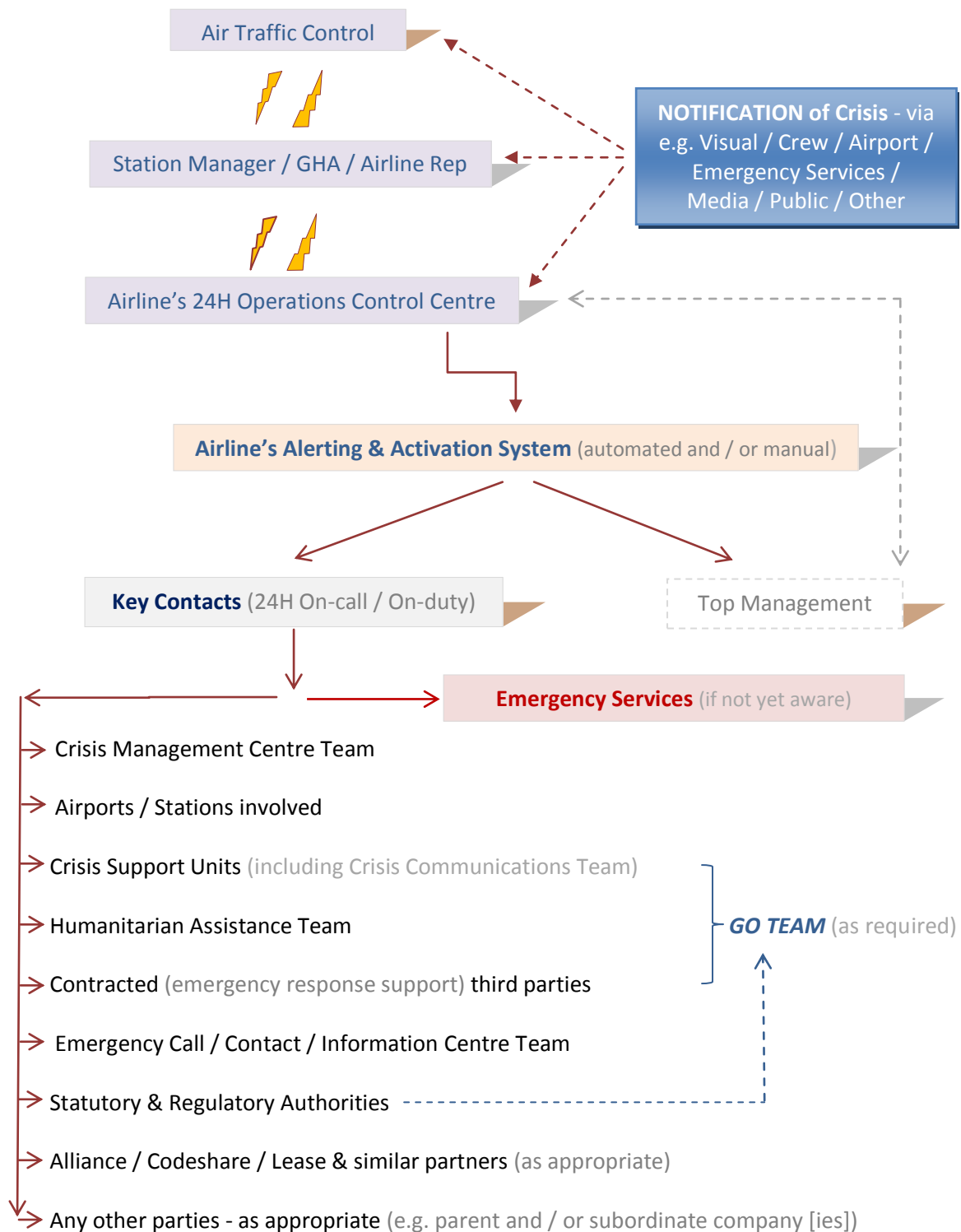
### **Master Crisis Contacts Directory**

See App E (page 170) for details re the establishment & maintenance of this **vital** requirement





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





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

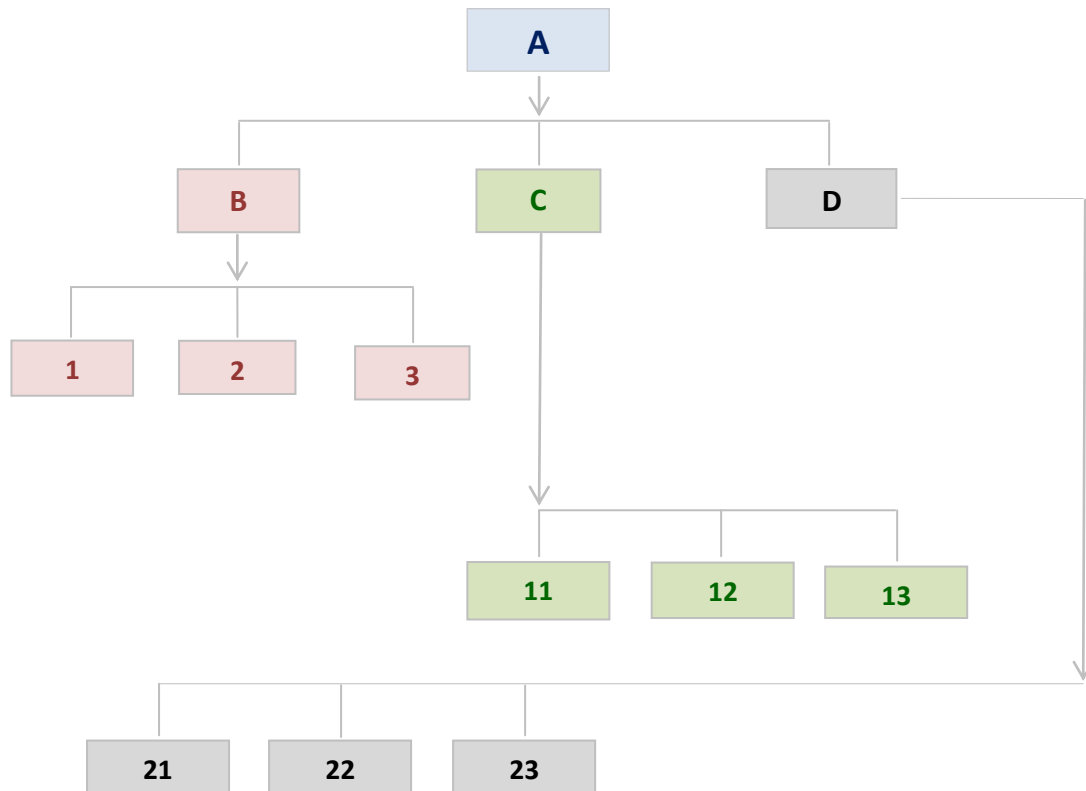
One of the simplest types of **MANUAL** (i.e. versus 'automated') crisis response alerting & activation systems in use requires the initial person commencing the alert (e.g. person **A** in diagram below) to make telephone calls to persons **B, C, D, .....E and F** and so on. In turn, person **B** would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

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

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

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

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





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

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

**Note 1**

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

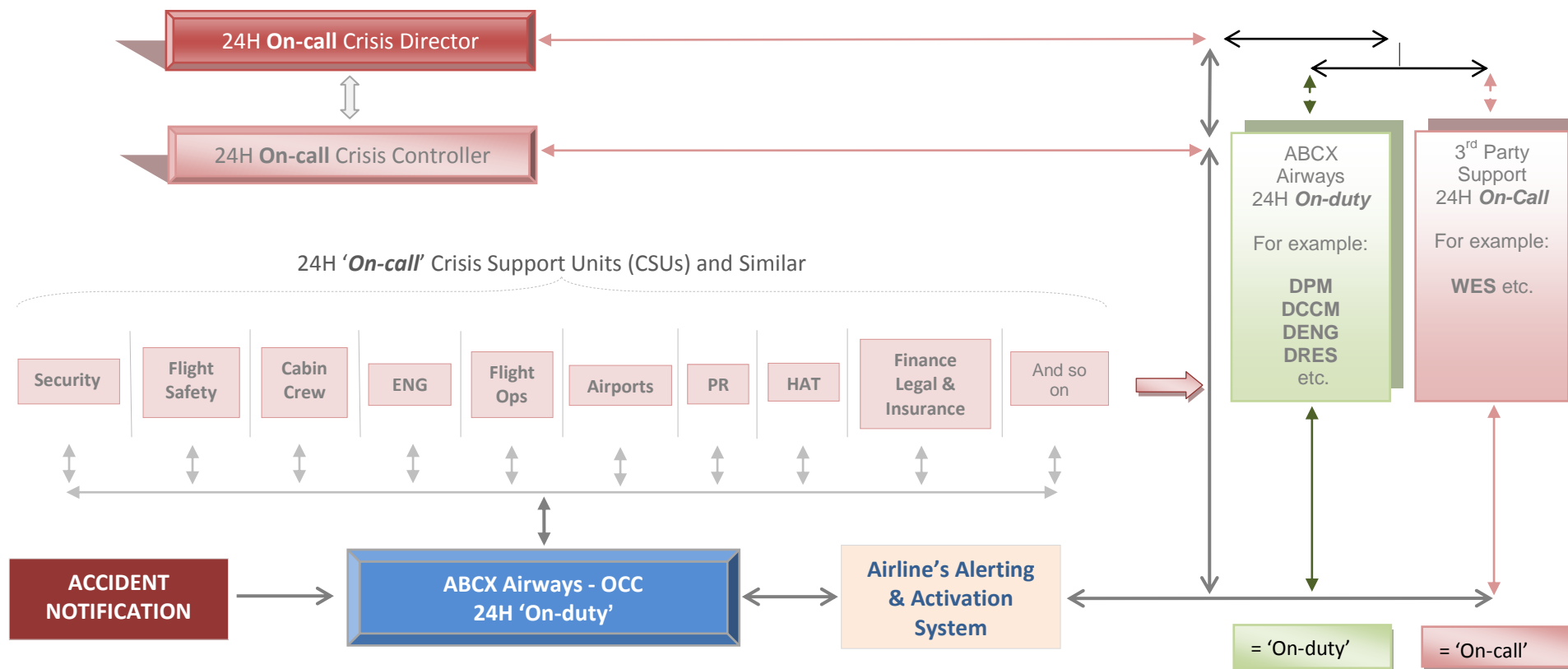
Exceptionally, other aircraft accidents (non-catastrophic) and (very rarely) aircraft related **incidents** - may equate to a **RED** alert (e.g. due severe, adverse impact on brand, image or reputation) - but are much more likely to be classified as **ORANGE** or **YELLOW** and thus handled operationally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

**Note 2**

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



**ABCX Airways - Schematic - Typical 'On-call' vs 'On-duty' - Alerting & Activation System**



DPM = Duty Pilot Manager; DCCM = Duty Cabin Crew Manager; DENG = Duty Aircraft Engineer(s); DRES = Duty Reservations; HAT = Humanitarian Assistance Team; OCC = Operations Control Centre; PR = Crisis Comms; WES = WXY Emergency Services (3<sup>rd</sup> [external] Party Humanitarian Assistance; Call Centre; DVI support) etc.



## Section 2E - MISCELLANEOUS USEFUL INFORMATION (in no particular order)

**Business Continuity** - Business Continuity matters are covered in *separate* ABCX Airways document - 'Business Continuity Plan' - CRPM Part 3

**Security Related Major Crisis** (Aircraft Related) - Aircraft related Security matters are covered in the *separate* ABCX Airways '**Aviation Security Manual**'. The owner of this latter document is the ABCX Airways (Aviation) **Security** Manager

**Immediate Economic Needs type Payments** (Financial Assistance)

Processes, procedures and advice on the subject of 'Immediate Economic Needs' type payments (financial assistance) provided by an accident airline (or on its behalf e.g. by an insurance company) - to an accident victim(s) and / or an identified and entitled family member, other relative or close friend (generally 'next of kin' / equivalent person) of such victim(s) - will be found in the relevant sections of the (*separate* documents) 'Finance', 'Insurance' & 'Legal' **Crisis Support Unit** plans

These CSUs shall provide the CD / CMC / whoever - with appropriate expert advice on the matter - as required by actual circumstances applicable 'on the day'. Such payments are required by one or other of several international laws applicable (e.g. Warsaw Convention; Montreal Convention etc. Which one applies depends on several factors - which are not expanded upon further herein)

**Notification of (Air Accident) Victim Deaths to Family / Relatives / Friends / Equivalent Persons**

### Background

When put into a world-wide context, the laws, regulations etc. (+ protocols, customs, culture, religion, ethics etc.) on this matter are complex & culturally / politically etc. sensitive on one hand. However, note that there may be little or no such information, advice, protocols etc. available at all

Getting it wrong is not good for any airline. Accordingly, 'expert' advice (on same) to the accident airline's CD and his / her subordinate teams will typically need to be provided - initially by the airline's ERP Manager or deputy - one of whom shall be present in or near the airline's activated CMC at all times during major crisis response ops. Additional and appropriate expert input on this matter from e.g. Legal CSU (and also from appropriate external 'sources' e.g. all levels of government; embassies; consulates; religious organisations; specialist lawyers; voluntary type organisations etc.) will also be required, moving forward

### Death Notifications

As a general (but **not** absolute) rule, the accident airline should try (this will not always be possible) to **avoid** making death notifications itself (even though in some countries / jurisdictions it might **not** be illegal / unethical etc. so to do). Rather (and where possible / practicable / quick / reliable / compassionate etc.) try to find an alternative (legal / quasi-legal / ethical etc.) solution e.g. via Police; a faith (religious) rep; a medical practitioner / doctor etc. Also try to account for associated protocols, customs, culture, religion, ethics etc. (as / if known)

In circumstances where it is **absolutely obvious** that **all on board an accident flight are dead**, it is going to be difficult (if not impossible) for the airline itself to avoid passing on / confirming this information to at least some associated family, relatives & friends etc. - e.g. when the latter are **enquiring directly to the airline concerned**



Consequently, and assuming that there is no legal or similar bar to so doing, an appropriate response might be something like '.....*I can confirm that, to the best of our knowledge, there are no survivors of this accident*.....'

This latter and similar phrases can also be used in relatively rare situations which require the airline to make death notifications itself (e.g. when it has no other suitable choices) i.e. by direct contact with those to be so notified. Of course, if there is any legal, regulatory etc. reason(s) why the accident airline *cannot* make such death notifications itself, it should typically comply accordingly

It is noteworthy that in some countries, the 'authorities' (whoever they might be e.g. government [all levels]; police; airport operators etc.) will release the accident flight's passenger and crew lists into the 'public domain' (press; TV; radio; social media; airport electronic notice boards etc.) immediately that they receive them - *without accounting for any other considerations* e.g. deaths. Note also that in many 'least developed' and 'developing' countries around the world, there will be absolutely no control, procedures, laws etc. on any of what has been already been written above on this subject i.e. *expect absolute chaos* in such circumstances. This latter situation might well also apply in *some* so called 'developed' countries

#### **Next of Kin / Closest Relative / Equivalent Person**

For the purposes of this document (the one you are reading now), the terms '*Next of Kin*' / '*Closest Relative*' / '*Equivalent Person*' / '*Emergency Contact Person*' etc. typically refer to the closest *related* person (**NOT** being an accident victim) as associated *with* a specific accident victim. Note that the word '*related*' as used in the last sentence - can and does have many different meaning worldwide - and this must be clearly understood / accounted for accordingly, by the accident airline

This subject is complex and suffers (re the catastrophic aircraft accident and similar scenarios) from a distinct lack of clear, guidance material, mainly because 'there isn't much of it about'

However, the author of this document (the one you are reading now) *has* attempted (in a separate 'Info Article') to clarify this situation. As this explanation runs to more than 25 pages it is not appropriate for direct inclusion herein, but see boxed info below for further details:

Follow the below link:

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

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

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

Click on it to open and read

Whilst on that same 'information' webpage, you might *also* want to take a look at the below (separate) info article (find and open it in the same way as described just above):

**Info Article** - [Religion, Culture & Custom Considerations](#) for Air Accident Related Humanitarian Assistance Ops



### **Policy on Release of Names from the Accident Flight's Passenger & Crew Lists**

From the ABCX Airways viewpoint, appropriate / applicable law, quasi-law (e.g. codes of practice / conduct), regulation, custom & culture and 'best practice' shall apply to the release of names (of those shown in an **accident flight's** Passenger and Crew Lists) into the public domain. Same shall apply to any '**ground victims**' lists (See [Note 12](#) - page 7 - for a link to an associated '**glossary**' of terms)

Assuming 'compliance' with the above - the airline should typically still **not** release such names into the public domain, without firstly seeking 'approval' from the following - as appropriate:

- Surviving accident victims (where possible) and / or their associated families / relatives / friends - as applicable (usually next of kin / closest relative etc. re the latter group)
- Appropriate government level & similar type organisations / agencies (where appropriate)
- 'Partner' airline(s) where appropriate (and / or any other parties similarly involved)
- Airline CD - after taking 'expert' advice (as appropriate) - particularly concerning fatalities

Note again that in some countries / jurisdictions it is law and / or culture & custom etc. for 'authorities' to release the passenger and crew lists (and similar) into the public domain (including the media), immediately upon receipt - without first notifying the airline and / or (surviving) victims and / or appropriate families / relatives - of this intention

A reminder also that in a significant number of countries, there will be absolutely no control, procedures, laws etc. on any of what has been written above on this subject i.e. **expect absolute chaos!!!**

Note well that the **advantages** of reasonably quickly releasing an accident flight's passenger list into the public domain might significantly outweigh the **disadvantages**. For example, if a significant number of potential family, relatives and friends have still to contact the accident airline, police etc. say e.g. 3 days after the accident occurred - then all concerned should seriously consider placing said passenger list in the public domain without further delay. However and as already mentioned, this option is not permitted in some countries / jurisdictions

For an example of the latter, see extract from 'Reg. (European Union) No 996 /2010' just below:

*'.....The name of a person on board **shall not** be made publicly available **before** the **relatives** of that person have been informed by the relevant authorities. The list referred to in paragraph 1(a) (i.e. the **passenger** list) **shall** be kept confidential in accordance with the legal acts of the (European) Union and National Law and the name of **each** person appearing in that list **shall**, subject thereto, **only** be made publicly available **insofar** as the relatives of same have **not** objected.....'*

### **Policy related to FR Travel to (or as near as possible to) Accident Location**

Where an on-duty CD deems feasible (and after consideration of all appropriate factors applicable 'on the day'), the **pre-planning** airline policy re max numbers of FR (Family, Relatives & Friends) to be offered transportation to (or as near as possible to) an accident location is typically based on:

- For single travellers (being victims) - up to 4 associated FR permitted to travel
- For family group travellers (being victims) - up to 8 associated FR permitted to travel

These numbers may be increased / reduced at CD discretion



Note that additional, associated services such as accommodation, meals, ground transport, Per Diem payments etc. are also typically included within the meaning of the term 'FR Travel' as used above. Furthermore, it is possible for 3<sup>rd</sup> party (external) 'family assistance' type service providers to be additionally contracted to provide a full FR travel service on behalf of the accident airline

When applicable, any such contracted 3<sup>rd</sup> third party so engaged will use the basic policy (as outlined at the bottom of previous page) to decide how many FR might be offered travel - without further clearance from the airline. However, if more FR (as associated with a particular victim or victim family group) request travel (over and above the numbers covered by said policy) - the 3<sup>rd</sup> party will request specific airline authorisation for same

### Protection of Evidence

Upon termination of fire, rescue, triage etc. ops at an aircraft accident location (or otherwise in accordance with actual circumstances 'on the day'), the on-duty CD shall ensure, insofar as is possible / practicable / advisable / permissible etc. - that all airline, airline contracted etc. crisis responders (as appropriate) leave the accident site. They should also be advised **not** to seek further access to the accident aircraft and its surrounding location - and neither the aircraft, its contents (including controls, equipment etc.), bodies / body parts and personal effects (as applicable) shall be moved / removed, unless (typically) duly authorised by an '**appropriate authority**'

'Appropriate authority' typically refers to the respective branch of a national Civil Aviation Authority or similar / equivalent, being responsible for air accident and incident investigation - but also includes police, coroners / medical examiners and others - depending on appropriate jurisdictions

Obviously, certain exceptions apply - particularly where safety of life and / or preservation of evidence conditions are overriding. For more information on this, the reader is referred to the appropriate international & national regulations and the airline's own air accident investigation procedures manual / document

Airline / airline contracted station / destination airport (aircraft) engineers and equivalent persons are to take particular care re the above matter - and the airline on-duty CD is to ensure that such personnel are fully briefed on same, 'on the day' - as appropriate

### Air Accident Investigation

An '**accredited representative**' is a person designated by a State (country), on the basis of qualifications and experience, for the purpose of participating in an air accident investigation - **as conducted by another** (different) **state** (country). For an **ABCX Airways** accident occurring outside of the main state (country) in which it operates ('state of operator' for latter i.e. UK for ABCX Airways) - the accredited representative(s) will typically be provided by the state of operator's Civil Aviation Authority or equivalent entity i.e. the Air Accident Investigation Branch (AAIB) in the case of UK

An '**advisor**' is a person, appointed by a State on the basis of qualifications and experience, for the purpose of assisting its accredited representative(s) in an air accident investigation. Concerning an ABCX Airways aircraft accident in such circumstances, the airline is expected to provide at least one 'advisor' - typically from the Flight Safety / Safety Department. Additional airline advisors might also be appointed such as appropriately rated, experienced and trained flight crew (e.g. Flight Safety Officers; management pilots) together with appropriate aircraft engineering specialists (engines; airframes etc.) and, possibly, cabin crew specialists





## Section 3A

*Reminder: CMC **Model 2** has been assumed to be the C4 system adopted by the ABCX Airways Crisis Management Centre (CMC) and also for the purposes of this Section 3 (see page 29 if a review of same is required)*

### THE CMC LEADERSHIP TEAM - in more detail

#### Crisis Director

During actual emergency / crisis response ops the airline's **on-duty / on-call** Crisis Director (CD) shall report to and operate from the airline HQ located CMC

He / she has **pre**-delegated powers (from the accountable manager) to oversee C4 of the entire ABCX Airways response as / she thinks fit - using appropriate elements of the ABCX Airways ERP for guidance (particularly the associated checklists) - as per actual circumstances pertaining 'on the day'

The CD is directly supported by a Deputy CD and (separate) 'Chief of Staff' - both typically drawn from the **Crisis Controller** manpower pool / team. Up to 3 **additional** crisis controllers + a **log manager** + an **administrator** complete the typical CMC 12 hour shift team (i.e. 2 such [separate] teams minimum required for 24H ops) required for actual emergency / crisis response ops

Where an on-duty CD so deems - a **second** CD (selected from those so 'available' after being alerted) **might** be directed to support that (same) on-duty CD for a specific CMC shift. If this is required, it is only likely to apply for the first two or 3 CMC shifts. This second CD will then act as 'deputy CD' - thus 'freeing-up' an additional crisis controller (typically the **original** deputy CD) for other CMC duties

When CD manpower is problematic, the CEO / airline's top manager may be **requested** to participate in CD shifts as required (provided that he / she is adequately trained / current / competent)

Reminder: Until the **CMC** has been manned to the point (not necessarily 100% manned) where it is able to take on the crisis / emergency response C4 task itself - the airline's **Operations Control Centre** (OCC) team - under the leadership of the OCC **Duty Manager (ODM)** on shift, shall be responsible for the (pre-delegated and for which they will already be competent) overall management of the airline's **entire** emergency / crisis response operation

Full details of the OCC team's pre-planning and actual emergency / crisis response accountabilities are shown in the (separate ABCX Airways document) '**OCC - Crisis Support Unit Plan**'

However, the ODM's **RED** Alert checklist (starts page 68) **has** been included in **this** document (i.e. the one you are now reading) for information, reference, context and convenience purposes

Note - the ODM RED Alert checklist is supported by many associated procedures. However, it is emphasised here that **only the checklist** itself has been reproduced in **this** CRPM Part 1 / Volume 2 document itself

CD's terms of reference are shown on the next page:



## **Crisis Director - Terms of Reference** (TOR)

**Reports to:** CEO ABCX Airways (*CEO may exceptionally undertake CD duties, at his / her discretion - subject to being fully competent and current in same*)

**Responsible for:**

- Crisis Management Centre (CMC) Team
- Crisis Communications Centre Team (as delegated)
- Crisis Support Unit (CSU) Teams (as delegated)
- GO Team (as delegated)
- Humanitarian Assistance Team (as delegated)
- Emergency Call Centre Team (as delegated)
- 3<sup>rd</sup> Party crisis response teams (as permitted by associated contract)

**Main Purpose of Job:**

Top level **C4** accountabilities with regards to a catastrophic aircraft accident type response / equivalent impact event, with the overall objective of achieving successful outcomes re associated Humanitarian, Safety, Regulatory, Operational and Crisis Communications issues - together with any other associated and relevant matters to be considered, on a case by case basis, 'on the day'

**Responsibilities / Accountabilities:**

- Attain and retain the required levels of knowledge specified on page 65
- Be **reliably** contactable 24H when fulfilling on-call duties
- Be within a 'reasonable' travelling distance (by time) of airline HQ - when on-call
- Maintain an appropriate 'state of fitness' commensurate with crisis response duties, when on-call - otherwise make suitable arrangements for a substitute to be provided
- Thoroughly review the CD's **RED** Alert checklists at no more than monthly intervals
- Thoroughly review the **entire** ABCX Airways **ERP** at no more than three monthly intervals
- If alerted / activated (**RED** Alert), an **on-call** CD shall report to CMC as quickly & safely as possible
- **All** alerted & **available** CDs (**except** the **on-call** CD) shall assume that they might be appointed as '**Leader GO Team**' and are to start preparing for this accordingly, unless advised otherwise They are also to be prepared to take over **on-going** (future) CD shifts, unless advised otherwise
- On arrival at the CMC - the **on-call** CD's primary task shall be **oversight** of the management (C4) of the **overall** ABCX Airways emergency / crisis response operation
- Attend appropriate initial and recurrent training courses as rostered
- Attend appropriate exercises as rostered

**The above TORs have been endorsed by the CEO (Accountable Manager) - ABCX Airways**



### **Crisis Controller (CC)**

In military / political type terminology, an (one of the) 'on-shift' Crisis Controllers (Crisis Controller 1 [CC1] specifically) would typically be appointed as the Crisis Director's '**chief of staff**' or '**principal staff officer**' etc.

#### 'General' Definition - **Chief of Staff** - COS (i.e. non airline context)

A 'chief of staff - COS' provides a buffer between a chief executive / equivalent person and the latter's direct reporting team. The COS typically works behind the scenes to solve problems, mediate disputes, deal with relevant issues (within his / her remit) before they reach the chief executive etc. - in addition to overseeing the effective and efficient running of the chief executive's office as a whole

Actual COS roles & responsibilities depend on the type of organisation / operations involved

Writing now in the context of ABCX Airways emergency / crisis response ops, the 'on-shift / on-call / on-duty' **CC1** fulfils the same kind of roles as those of the 'COS' described just above - with the terms 'Crisis Director' being substituted for 'Chief Executive' - and CMC for 'Chief Executive's office'

Reminder - Re **ABCX Airways** ERP, there will be **up to 5** 'on-duty' CCs **per each CMC shift** at any one time during actual emergency / crisis response ops. One of these (CCs) directly supports the CD as his / her deputy - taking the title '**Deputy CD**'. Another (typically the '**on-call**' CC) would assume the role of **COS**

Reminder: **Until** the CMC has been manned (not necessarily 100% manned) to the point where it is able to assume emergency / crisis response C4 related tasks itself, the airline's **OCC** team - under the leadership of the on-shift / duty **ODM** - shall assume such C4 accountabilities

The above protocol has been approved / authorised by the ABCX Airways accountable manager

The ODM's **RED** Alert checklist (copy shown herein starting page 68) **has** been included in **this** document (i.e. the one you are now reading) for information, reference, convenience purposes only

Note - the above checklist is, in reality, supported by many associated procedures. However, it is re-emphasised here that **only the checklist** is shown in **this** CRPM Part 1 / Volume 2 document itself

CC's **terms of reference** are shown on the next page:



## Crisis Controller - Terms of Reference (TOR)

**Reports to:** On-call / duty Crisis Director

**Responsible for:** *Deputising* for CD as required  
*Chief of Staff* type Duties  
CMC **C4** duties as pre-planned and / or as assigned and / or ad-hoc etc

### **Responsibilities / Accountabilities:**

- Attain & retain the required levels of knowledge specified on page 65
- Be **reliably** contactable 24H when fulfilling on-call duties
- Be within a reasonable travelling distance (by time) of airline HQ - when on-call
- Maintain an appropriate 'state of fitness' commensurate with crisis response duties, when on-call - otherwise make suitable arrangements for a substitute to be provided
- Thoroughly review the CD's **and** CC's **RED** Alert checklists at no more than monthly intervals
- Thoroughly review the **entire** ABCX Airways **ERP** at no more than three monthly intervals
- If alerted / activated (**RED** Alert), **on-call** CC to report to CMC as quickly & safely as possible
- All **other** alerted and available CCs shall assume that they **might** be appointed as '**Leader GO Team**' and are to prepare for this accordingly unless advised otherwise (Note - a [one] CC will only be appointed LGT **if** no suitable Crisis Director is available). They are also to be prepared to deputise for the CD and to take over on-going (assigned) CC shifts in the CMC, as directed
- The **first** **Crisis Controller to arrive** at the CMC following activation (regardless of whether he / she is the on-call CC [or not]) shall assume the designation '**Crisis Controller 1 / Chief of Staff**' - and shall thus undertake full '**first shift**' responsibility for:
  - The effective and efficient operation of the CMC facility itself - including optimum manning & shift patterns
  - Assuming CMC 'chief of staff' type duties
- On arrival at CMC - **all other** CCs shall take on the prime task of supporting the CD and COS in conducting oversight / management (**C4**) of the overall emergency / crisis response operation. They will be appointed to their assigned roles by the COS (CC1)
- Attend appropriate initial and recurrent training courses as rostered
- Attend appropriate exercises as rostered

**The above TORs have been endorsed by the CEO (Accountable Manager) - ABCX Airways**

See also pages 97 - 99 of this document ('How to Use the CCs Checklist')



## 'Expected Levels of Knowledge Required' - Crisis Directors and Crisis Controllers

Acquire and retain an **excellent** working knowledge of:

CRPM Part 1 / Volume 2 - CMC C4 Procedures

Acquire and retain a **good** working knowledge of:

- CRPM Part 1 / Volume 1 - ABCX Airways ERP - Policy & Overview
- CRPM Part 1 / Volume 3 - Humanitarian Assistance Ops (HAT Handbook)
- CRPM Part 1 / Volume 4 - Emergency Call / Contact / Info Centre Ops
- CRPM Part 1 / Volume 5 - GO Team Ops
- CRPM Part 1 / Volume 6 - Station / Destination Airport Emergency Planning
- CRPM Part 1 / Volume 7A - OCC CSU - ODM Red Alert Checklist - see page 68
- CRPM Part 1 / Volume 9 - PR CSU / Crisis Communications Plan

Acquire and retain an **overview** working knowledge of:

- CRPM Part 1 / Volume 7 - CSU Ops - Preparation Template
- CRPM Part 1 / Volume 8 - Integrated Emergency Response Ops

All of the above documents are available via xxxxxxxx at (insert **soft** copy path here .....). **Hard** copies are also retained at: yyyyyyy

### **Excellent Working Knowledge**

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

### **Good Working Knowledge**

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

### **Overview Working Knowledge**

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



### **Crisis Communications Controller**

The Crisis Comms Controller shall oversee all aspects re airline (ABCX Airways) **crisis** communications

Note however, that he / she shall remain ultimately subordinate to / accountable to the CD in all emergency / crisis response related matters - including those re crisis communications

During actual emergency / crisis response ops the Crisis Comms Controller should operate from **both** the ABCX Airways CMC **and** the (separate [but as near as is practicable to the CMC] location) Crisis Communications Centre. Actual circumstances 'on the day' will dictate where this person actually needs to be, at any particular time

For more info re the above - see (**separate** CSU [ERP] document) **CRPM Part 1 / Volume 9** - 'ABCX Airways **Crisis Communications Plan**'

### **Crisis (Response) Planning Manager** (CPM)

The CPM **has no specific duties during emergency / crisis response ops** - other than to provide 24H '**expert**' (big picture) support, advice etc. to CMC staff and other, appropriate airline responders. Any 'advice' that the CPM **does** provide should **always** be carefully considered by all concerned - including the CD and other 'top managers'

### **Other C4 Elements**

There are other (subordinate to the CD) C4 elements within **and** external to the airline which are **not** part of the CMC - e.g. any deployed (as required) Leader GO Team; e.g. the airline's Station Manager (or equivalent airline representative person) at the airport of / nearest to the accident location etc.

Roles, responsibilities, procedures, checklists etc. - for all such 'other' C4 elements will be found in the appropriate Volume of (**separate** ABCX Airways documents) e.g. '**ERP Volume 5**' for GO Team; '**Volume 6**' for airline stations / destination airports; '**Volume 7**' for Crisis Support Units (CSU) etc.

### **Third Parties**

ABCX Airways relies to a degree on a small number of external (third / 3rd) parties to provide specialist, expert services at time of major crisis e.g. '**WYZ Emergency Services**' in particular

Whilst it is expected that such 3<sup>rd</sup> parties will operate with the required degree of **tactical** and **operational** autonomy in doing 'what it is they need to do' - the airline ultimately retains **strategic** C4 for same - and this must always be kept in mind / accounted for as required

Associated documentation is contained in the appropriate contracts (including 'service level agreements') and also in the appropriate and associated ABCX Airways ERP '**Volume**' (including all necessary protocols, procedures, checklists etc.)



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## Section 3B (1)

### Example - C4 CHECKLIST - OCC Duty Manager (ODM) & Team

The **RED Alert** (catastrophic aircraft accident) checklist for the **ODM** etc. is reproduced below (pages 70 to 78). It has been specifically included herein so that ABCX Airways staff designated to manage / operate the **separate** airline **CMC** facility might better gain awareness of what the OCC will have been doing / will have already done - prior to the CMC itself assuming (taking over) such C4 (as would be transferred from the OCC to the CMC) of a major emergency / crisis operational response

**Separate** (additional / supporting / delegated by the ODM etc.) RED Alert checklists are also (in reality) provided for **other** OCC staff (assisting the ODM with his / her emergency / crisis response accountabilities) - however, do note that they have deliberately **not** been reproduced herein

**Note 1-** It will be recalled that the ODM and his / her OCC team will need to manage **all initial aspects** of a RED Alert aircraft accident - until such time as the CMC declares itself ready to 'take over' - the latter taking anywhere from around 30 minutes minimum - to several hours or even considerably longer, depending on actual circumstances 'on the day'

**Note 2** - The following ODM checklist makes many cross-references to 'other' (notional) documents required to support operation of said checklist. In reality, many of these other **hard copy** documents would be contained (part of) in the 'ERP Volume 7A - OCC CSU Plan' itself **and / or** located in the OCC '**Red Box**' referred to in the checklist **and / or** in **other** documents directly available within the OCC. They would also be available (**soft copy**) via the airline's intranet / equivalent system

Unless stated specifically and / or obviously otherwise these 'other' documents are **not** included in **this** CRPM Part 1 / Volume 2 document (i.e. the document you are reading now)

**Note 4** - the reader / user is reminded that the assumption has been made herein that ABCX Airways has / uses its own considerable resources (including manpower) in the execution of its emergency response plan. This includes OCC staff. Hence the following 'ODM' checklist makes some use of task 'delegation' within the OCC itself

However, where lack of actual OCC manpower 'on the day' does not permit such delegation, an appropriate solution(s) **must** be found e.g. just one, single person carries out the entire checklist until off-duty 'reinforcements' become available

**Note 5** - The 'Note to Reader / Reminder' shown at the bottom of page 78 is **NOT** part of the reproduced (OCC Duty Manager) document referred to above





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

For the purposes of **this** guideline document **only** - the system will be named / called '**Crisis Callout**'

'Crisis Callout' is capable of alerting potential responders via:

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

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

An appointed person(s) will monitor the interactive responses received, in order to better manage the significant personnel / human resources type issues involved in managing a major crisis

Airlines not having use of such an automated system (widely available commercially & relatively inexpensive to run [e.g. USD \$5 to 10, 000 per year subscription]) can instead use a simple 'cascade tree' **manual** alerting system via telephone and / or SMS text. However, do bear in mind that to be effectively alerted by text message the recipient needs to be capable of seeing it immediately / quickly - thus not recommended

An example of a simple cascade tree alerting system can be found on page 54 of this document

**WARNING:** All telephone numbers shown in the following checklist are 'representative' only

Accordingly, all such numbers **must be checked for accuracy and currency** by the user(s) before inclusion and / or use in **actual** emergency response plans and / or operations

*The same applies to any other forms of contact / similar information shown*

**NB: The Following ODM Checklist is provided for 'information purposes' only**



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

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

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

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



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



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

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

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



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



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



	Action	☑ ?
18.	<p><b>GO TEAM - 'Phase One'</b></p> <p>(Assumes GO Team will deploy [by air]. Neither of these might be the actual situation 'on the day')</p> <p>SOURCE GO Team aircraft plus identify &amp; roster (via crew control) a * suitable operating crew(s). <b>IMPORTANT:</b> GO Team departure airports in order of preference are:</p> <p>Preference 1 - ABC Preference 2 - DEF Preference 3 - GHJ</p> <p>* This <b>initial</b> crew selection must be ultimately approved by Flight Operations CSU (for pilots) and Cabin Crew CSU (for cabin crew) - before <b>final</b> GO Aircraft operating crew is confirmed</p> <p><b>Ref:</b> ERP / Volume 7A - OCC CSU Plan - see attachment x (page y) - 'GO Team equipment (<b>GO Kit</b>) storage location; pre-prepared shipper's declaration / air-waybill / NOTOC' etc. A <i>copy of all of this latter information will be found in the OCC Emergency Procedures <b>RED BOX</b></i></p> <p><b>Reminder:</b> The decision to make initial preparations for Go Team <b>aircraft</b> activation is <b>the sole responsibility</b> of the ODM (this <i>may</i> be reviewed once the CMC has been activated)</p> <p><b>VERY IMPORTANT:</b> Cross refer to this checklist item <b>22 NOW</b>. ODM to manage (delegate as required) checklist 22 matters such that GO Team departure is not unduly delayed</p>	
19.	<p><b>REMINDERS up to this point</b></p> <ul style="list-style-type: none"> <li>Continue managing all aspects of the crisis response <b>unless &amp; until</b> relieved by CMC</li> <li>Obtain regular updates of crisis situation from <b>whatever info sources are available</b></li> <li><b>Consider maintaining an open line</b> to accident location / ATC etc. (if appropriate e.g. where telecommunications are difficult / unreliable)</li> <li><b>Keep updating crisis BIG PICTURE log</b> (on paper and / or via DICTAPHONE)</li> </ul>	
20.	<p><b>HANDOVER to CRISIS MANAGEMENT CENTRE (CMC)</b></p> <p>When CMC advises that it is ready for crisis C4 transfer - complete a (handover) briefing sheet and then handover to CMC CD and Team - via a face to face briefing (circumstances permitting - otherwise via conference call)</p> <p><b>Ref:</b> See attachment B to <b>this</b> checklist for ODM to CMC Handover Aide-memoire. A <i>copy of this aide memoire will also be found in the OCC Emergency Procedures <b>RED BOX</b></i></p> <p><b>Reminder:</b> Where circumstances so require - arrange immediate delivery of BIG PICTURE LOG / Dictaphone to CMC (complete up to the point of handover). Same applies to all other appropriate crisis related documentation which now needs to be transferred to CMC. Retain copies for OCC use</p> <p><b>Note:</b> 'In reality' it might be the situation that the CMC is not (at <b>this</b> point in <b>this</b> OCC checklist) yet ready to transfer C4 of the crisis / emergency from OCC to itself. If this is the actual case 'on the day' - the remainder of this checklist <b>MUST</b> be adapted accordingly</p>	



	Action	☑ ?										
21.	<p style="text-align: center;"><b>INTERNAL &amp; EXTERNAL COMMUNICATIONS</b></p> <p>After CMC assumes C4 of the crisis / emergency - ODM to issue (via automated alerting system) a voice, text, email, social media etc. message to the <b>RED</b> Alert Group advising of <b>CMC</b> activation and its assumption of control / management (C4) of the crisis</p> <p>Issue same message to all other parties (i.e. those <b>not</b> contactable via the automated alerting system) needing such advice (e.g. AAIB; stations / airports involved etc.)</p> <p><b>Note:</b> In this same message include a reminder to all of the principal <b>CMC</b> contact numbers along with any other <b>relevant</b> information i.e.</p> <table><tr><td>Crisis Director (CD)</td><td>insert all contacts here</td></tr><tr><td>Chief of Staff / CC1</td><td>insert all contacts here</td></tr><tr><td>Deputy CD / CC2</td><td>insert all contacts here</td></tr><tr><td>Log Manager</td><td>insert all contacts here</td></tr><tr><td>Administrator</td><td>insert all contacts here</td></tr></table> <p><b>IMPORTANT:</b> Remind message recipients <b>NOT</b> to contact the CMC unless the call is relevant and / or important and, crucially, that it is connected with the accident</p>	Crisis Director (CD)	insert all contacts here	Chief of Staff / CC1	insert all contacts here	Deputy CD / CC2	insert all contacts here	Log Manager	insert all contacts here	Administrator	insert all contacts here	
Crisis Director (CD)	insert all contacts here											
Chief of Staff / CC1	insert all contacts here											
Deputy CD / CC2	insert all contacts here											
Log Manager	insert all contacts here											
Administrator	insert all contacts here											
22.	<p style="text-align: center;"><b>GO TEAM - Phase Two</b></p> <p>In conjunction with CMC and other parties involved - <b>continue</b> oversight of all aspects re despatch of GO Team aircraft, GO team, GO kit etc. .... e.g.</p> <ul style="list-style-type: none"><li>▪ Schedule (see '<b>IMPORTANT NOTE</b>' to checklist item 23 <b>NOW</b>) &amp; then return here</li><li>▪ Destination, staging, alternate airport choices (delegate to flight despatch / whoever)</li><li>▪ Flight planning and aircraft performance (delegate to flight despatch / whoever)</li><li>▪ Aircraft configuration (delegate to aircraft engineering / whoever)</li><li>▪ Operating crew (delegate to crew control - overseen by Flt Ops &amp; Cabin Crew CSUs)</li><li>▪ Over-flight clearances (delegate to commercial [airline / aviation] planning CSU)</li><li>▪ Landing permissions / slots (delegate to commercial [airline / aviation] planning)</li><li>▪ Catering (delegate to airports &amp; / or customer services [in-flight catering])</li><li>▪ Selection of en-route and destination handling agent(s) (delegate to airports CSU)</li><li>▪ Customs, Immigration &amp; Health clearances (delegate to airports CSU)</li><li>▪ GO Kit clearances, loading etc. (delegate to cargo / aircraft engineering / whoever) etc.</li></ul> <p><b>Note:</b> Airport Services CSU is responsible for arranging / overseeing <b>all</b> GO Team check-in and boarding procedures at the selected GO Team departure airport(s)</p> <p>It is particularly important that such procedure accounts for situations where GO Team destination airport(s) might not have been pre-loaded into the departure airport's Departure Control System (DCS) i.e. it / they might need to be created manually (<b>NOREC</b> check-in procedure)</p> <p><b>Reminder:</b> <b>Final approval</b> for despatching the GO Team aircraft will come from the CMC / on-call CD</p>											





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



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

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

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

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

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

**Note to reader / Reminder:** - The above Notes 1 and 2 are part of an extract from **another (different)** document. Keep this 'context' in mind when reading them, particularly with regards to 'page number' cross-references used



## Section 3B (2)

### CMC - Red Alert Checklists

CMC Crisis Director Checklist	80
CMC Crisis Controllers' Checklist	96
CMC Log Manager Checklist	128
CMC Administrator Checklist	137

(Note - for an index of '*appendices*' to this CRPM Part 1/Volume 2 document, see contents list, starts page 11)

#### Note - Mobile Phones & the CMC

Mobile (cell; smart / tablet etc.) phones (whether 'personal' or as provided by the employer i.e. 'work' phones for latter) should be activated in *silent* / *vibrate* mode by all personnel present in the CMC - whether as duty staff or as a visitor (however such phones should be continually monitored for incoming calls / texts / emails etc. - as might be related to the crisis under consideration)

It is recommended that such telephones etc. (as described immediately above) should be delivered to the CMC Administrator for safekeeping and 'management' of incoming calls / texts / emails etc. (on behalf of / in conjunction with their owners)

#### Note - Telephone Extension Numbers

It is recommended that *full* telephone numbers are *always* used, unless telephoning internally within the CMC. Full details of CMC telephone numbers (including any internal extensions) and all other, appropriate contact information will be found in the (separate document) '*Crisis Contacts Directory*'

*Hard* copies of the latter directory will be found at each CMC workstation. *Soft* copies will be available via each CMC computer (i.e. any of desktop; laptop; tablet etc. - as applicable)

#### Note - GO Team Deployment

Where reference is made herein to GO Team deployment, it has been assumed that *this will be by air*. However, such deployment can also / additionally be via any form & mix of surface transport (particularly within ABCX Airways home country)

For accidents at airline HQ airport there will be no need (pedantically speaking) to deploy a GO Team - although a full, appropriate airline response and local deployment will still be provided, of course



### Example Only

#### **CRISIS DIRECTOR (CD) - RED ALERT (Catastrophic Aircraft Accident / Equivalent) CHECK-LISTS**

The CD's RED Alert checklists start on the next page. They should be used for general guidance only

Logic, common sense, expertise, experience, knowledge, skill, expert advice, training, exercising and other similar qualities / skills / services / resources acquired or provided etc. - are to be used by the on-duty CD to ensure that all aspects of the emergency / crisis response operation are effectively, efficiently and quickly handled i.e. think '*outside of the checklist*' where required so to do by actual circumstances 'on the day'

The timings shown in each checklist **heading / title** are advisory only - e.g. if the 'Hour 1 to Hour 2' checklist takes 3 hours to complete - so be it. Same consideration applies if it only takes e.g. 30 minutes. As a general rule, '*hour 1*' commences at the time when 'enough' CMC staff are present to start carrying out their checklists in a meaningful way (i.e. not necessarily the time CMC **takes over** crisis response C4 from the OCC)

**Note** - the reader / user is reminded that as this CRPM Part 1 / Volume 2 is a **guideline** document - all info provided is 'generalised' - including all example / sample checklists provided herein. Accordingly, persons using this guideline to produce **real / actual** airline C4 **checklists** - will need to put in considerable further research and associated effort & time, in order to come up with a satisfactory, finished checklist product which adequately meets their own requirements

Aide-memoire - **Hand-over of Crisis Management C4 Responsibilities** - from OCC to CMC

See 'pre-note' to Crisis Controller's checklist (starts page 102)

#### **Hard Copy vs Soft Copy use of Checklists**

Until (unless) a dedicated and 'fully fit for purpose' Crisis Management software (ICT) system (capable of running '*interactive*' soft copy checklists) is in operation by the airline, it is recommended that only **hard copy** checklists be used during actual crisis or related exercise operations, thus easily permitting e.g. '*a written tick, a signature / time and brief notes*' etc. to be used / made on the checklist itself - as individual checklists items are completed etc.

Note - appropriate (i.e. as required to 'do the job') **hard copy** documentation is available at all CMC workstations (located in 'CMC workstation crisis response packs'). It is also available in 'soft copy' medium'

#### **Crisis Contacts Directory**

Limited scope contact info has been included in these **example** checklists. More detailed contact information is contained in the ABCX Airways '**Crisis Contacts Directory**'. Each CMC workstation's 'crisis response pack' has been equipped with a hard copy version of this directory. Spare hard copies are available in the CMC. Soft copies are additionally available via CMC PCs, laptops etc. For more information see appendix E (page 170) to this CRPM Part 1 / Volume 2 document

Aide-memoire - **CD's (ongoing) Crisis Situation Reviews + CMC Staff Briefings**

See attachment A to **this** CD checklist (page 90)



Checklist - **Initial Activation Procedure for Crisis Directors** - **RED Alert**

Item	Action	☑ ?
a.	<b>On-call CD - On receipt of Alerting Message</b> ..... Report to CMC ASAP  Note - <b>strongly consider taking a taxi or get someone to drive you if possible</b> . This will permit timely and better management of incoming text messages / similar, as per item b. below	
b.	All other ' <b>available</b> ' CDs ..... Text on-call CD with your availability  Note to all other 'available' CDs - when texting 'availability' message above, include your approximate travelling time to get to CMC - if / when you are activated	
c.	<b>On-call CD to nominate <i>next</i> shift CD</b> ..... Advise next shift CD  Ensure that next shift CD 'stands down' until required for duty	1 Name
d.	<b>On-call CD to nominate &amp; activate a <b>Leader GO Team</b></b> (as applicable)  ..... / ..... Activate nominated LGT	1 Name
e.	<b>On-call CD to <i>consider</i> nominating a <i>second</i>, available CD to act as his / her deputy for the <i>first</i> CMC shift only - if it is anticipated that crisis circumstances so require</b>  ..... Activate nominated second CD?  Note - if a second CD <i>is</i> so nominated, the default <b>deputy</b> CD (Crisis Controller <b>2</b> ) will be re-assigned (by chief of staff / CC1) to other duties within the CMC - or stood down	1 Name
f.	Available CDs with <b>no</b> directly related Crisis Duty  ..... Assist to maintain Normal Ops / Business Continuity - as appropriate	
g.	<b>All CDs appointed to <b>CMC</b> crisis duties:</b>  ..... Arrange for an 'out of office' message to be left on 'normal business' ( <b>work</b> ) mailbox - redirecting all <b>crisis related</b> correspondence only to the appropriate CMC mailbox i.e. to the <b>separate</b> (crisis role related) mailbox in the CMC - dedicated to the 'CMC Crisis Director' - AND / OR to any other suitable method of communication (e.g. a mobile / smart phone number for any CD nominated as LGT)  Consider leaving an equivalent <b>voice</b> message on any work related ( <b>normal</b> business) mobile / smartphones / landline telephones  Note - all contact information relating to CMC ops will be found in the ABCX Airways ' <b>Crisis Contacts Directory</b> ' - a copy of which can be found on the CD's PC and also in the hard copy pack on CD's desk (PC and pack are located in CMC)	
	<b>Ends</b>	



**Crisis Director (CD) Checklist - RED Alert - Catastrophic Aircraft Accident / Equivalent Event**

<i>Hours 1 - 2 / Crisis Director - Actions Required</i>		☑ ?
1	<b>On arrival at CMC:</b> <ul style="list-style-type: none"><li>Obtain latest (telephone) situation briefing from ODM (<i>insert ODM contact details here</i>)</li><li>Ensure that all <b>CMC originated</b> directives, instructions, commands etc. - are being logged</li><li>Conduct initial briefing of CMC staff (when enough of the required staff are present in CMC)</li></ul>	
2	<b>Crisis Communications</b> ..... Review & address (*) with Crisis Communications Controller / designated alternate person [ <i>insert contact details here</i> ] plans for the following:  * Note - the Crisis Comms Controller (or a designated alternate person) is required to initiate <b>immediate</b> contact with the <b>on-call</b> Crisis Director following issue of a RED Alert. Use the above contact details to contact him / her if this does not happen in good time <ul style="list-style-type: none"><li><i>Press Releases / Statements (first release, content &amp; subsequent press release cycle)</i></li><li><i>Overall Media Strategy</i></li><li><i>Use of 'Dark Site'; Social Media etc. (if latter used it should <b>also</b> be in 'dark site' format)</i></li><li><i>Dissemination of Emergency Call Centre contact details - as and when available</i></li><li><i>Company Spokesperson(s) - HQ / Main airport country (+ for overseas if required)</i></li><li><i>Press Conferences / TV &amp; Radio interviews etc.</i></li><li><i>Liaison with others involved with Crisis Comms (e.g. a 'partner' airline; accident airport etc.)</i></li><li><i>3<sup>rd</sup> Party Crisis Comms Expert Support (e.g. PR Agency / Reputation Consultant etc.)</i></li><li><i>Internal Communications</i></li><li><i>Any other Stakeholder Communications / other issues not covered above</i></li></ul>	
3	<b>CMC Crisis Controller (CC) Checklist</b> ..... ( <i>if no CC yet available in CMC</i> ) action latters' checklist (starts page 96) until any arriving CC can take over - whilst concurrently carrying out this ( <i>your own</i> ) checklist	
4	<b>Airline CEO</b> - Provide concise telephone brief ..... ( <i>insert contact details here</i> )	
5	<b>Deputy CD</b> ..... Delegate and / or assign tasks to him / her as required	
6	<b>3<sup>rd</sup> Party Specialist Support</b> (appropriate services)..... Activate as required - via CCs 1 and 5	
7	Oversee <b>C4 handover OCC to CMC</b> (when CMC is ready) (See ' <b>pre-note</b> ' to CC's checklist - page 102)	
8	Confirmed crew & staff <b>fatalities</b> .....arrange timely notification to Next of Kin (NOK) (See information starting page 57 re 'death notifications' - and be guided accordingly)	
9	Confirmed crew & staff <b>injuries / other status</b> .....arrange timely notification to NOK	
10	Australia / Brazil / China / EU / S Korea / UAE / USA etc. related accident? ..... consult with CC1	
11	<p style="text-align: center;"><b>HANDLE THE CRISIS - HANDLE THE CRISIS - HANDLE THE CRISIS</b></p> <p><b>Continually</b> acquire, retain &amp; update the crisis 'Big Picture' e.g. by receiving regular verbal briefs of the latest situation from Deputy Crisis Director, Crisis Controllers, Log Manager &amp; others - and by study of relevant items of the CMC 'Big Picture' Log. Use the big picture info to make the right decisions at the right time. Implement (via CC staff) those decisions without delay</p>	
<b>REMINDER</b> - Provide regular crisis update briefings for CMC Team - see Att. A to this CD checklist (page 90)		
<i>End of Checklist</i>		



Note - referring to CD's checklist item **7** further above:

The CD should typically **not** authorise a C4 handover from OCC to CMC until:

1. The CMC is sufficiently / adequately manned..... **AND**
2. All appropriate CMC facilities, equipment, ICT etc. are functioning at a 'fit for purpose' level
3. All CMC staff present jointly agree that they have sufficient / adequate awareness of the overall crisis situation, in order to effectively, efficiently & expediently take the handover

Further to item 1 just above, **full** (normal) manning of the CMC comprises:

- 1 x CD
- 5 x CCs
- 1 x Log Manager (LM)
- 1 x CMC Administrator

**Minimum** CMC manning required to take a C4 handover from OCC is recommended as:

- 1 x CD
- 3 x CCs
- 1 x LM

However, the final decision (re appropriate manning) shall be made 'on the day' by the on-duty CD





<b>Hours 2 - 3 / Crisis Director - Actions Required</b>		☑ ?
1	<b>Crisis Communications</b> ..... <b>Re-review</b> (with Crisis Comms Controller / whoever) all aspects as per item 2 from ' <b>Hours 1 - 2</b> ' checklist further above	
2	<b>Crisis Information flow</b> into / out of CMC ..... Review with CC 1 for adequacy	
3	<b>All involved Station LACCs / similar</b> ..... Check communications established	
4	<p>If GO Team deployment required.....ensure via CCs 1 and 4 that:</p> <ul style="list-style-type: none"> <li>▪ GO Team matters in hand re providing aircraft + operating crew (as req'd)</li> <li>▪ GO Team matters in hand re providing deployment manpower</li> <li>▪ GO Team matters in hand re selected departure airport (as req'd [e.g. transport to airport; check-in &amp; boarding procedure; GO Kit transport &amp; loading, CIQ etc.])</li> <li>▪ GO Team matters in hand re any 'en-route' &amp; destination airport(s)</li> <li>▪ Leader GO Team (LGT); Deputy LGT; Investigation Manager; Humanitarian Manager and other GO Team managers - appointed &amp; briefed</li> </ul> <p><i>Adapt the above if GO Team deployment is to be via surface transport</i>  <i>Also see notes 1, 2 &amp; 3 at the bottom of <b>this</b> page <b>NOW</b></i></p>	
5	<p><b>Family, relatives &amp; friends</b> (FR)..... as associated with accident victims</p> <p>Confirm / establish <b>policy</b> for transport of FR to / as near as possible to accident site and notify same to the <b>ECC 3<sup>rd</sup> Party Service Provider</b> ASAP. Also ensure that all other <b>relevant</b> responding parties (internal &amp; external) are advised of this policy (accomplish this via CCs 1 and 5)</p> <p><i>See this document page 59 for further information re the above policy</i></p>	
6	'Aircraft Accident <b>Investigation</b> response' ..... obtain progress update via CCs 1 & 4	
7	<b>Airline CEO</b> - Provide concise update via Telephone ..... ( <i>insert contact details here</i> )	
8	Any <b>other</b> matters arising	
9	Continue to <b>HANDLE THE CRISIS</b>	
<b>REMINDER</b> - Provide regular crisis update briefings for CMC Team - see Att. A to this CD checklist (page 90)		
<b>End of Checklist</b>		

1. Where considerable delay to GO Aircraft / Team despatch is expected - consider deploying a small '**advanced party**' team (e.g. typically comprising LGT, Investigation Manager, Crisis Communications rep, Spokesperson) **via commercial air / chartered flight etc.** - if feasible and advantageous. In such circumstances **deputy** LGT will take charge of **main** GO Team until arrival at final destination
2. For an accident away from HQ airport / main hub airport, it is possible that the national Air Accident Investigation Team (AAIB [UK]) might request travel with the airline's GO Team. It will be necessary to make pro-active enquiries, via Flight Safety CSU and / or CC 4, to ascertain if this is to happen, and to make suitable preparations, if so required
3. Consider inviting a small number of **local** Media to deploy with the GO Team - as required (CD to discuss this matter with CEO and Crisis Comms Controller - if appropriate)





<b>Hours 3 - 4 / Crisis Director - Actions Required</b>		<input checked="" type="checkbox"/> ?
1	<b>Crisis Communications</b> ..... <b>Re-review</b> all aspects as per item 1 of previous checklist	
2	<b>Crisis Information flow</b> into / out of CMC ..... <b>Re-review</b> for adequacy	
3	<b>Status / Response at / near to Accident Site</b> ..... <b>Review:</b> <ul style="list-style-type: none"> <li>▪ Search and Rescue and / or Fire, Rescue &amp; Medical Operations</li> <li>▪ Crew issues - including information, humanitarian, welfare, financial, transport etc.</li> <li>▪ Passenger &amp; 'Ground Victim' issues (as per 'crew issues' just above)</li> <li>▪ FR issues (as per 'crew issues' just above)</li> <li>▪ DVI &amp; Personal Effects Recovery Ops</li> <li>▪ Cargo, baggage and mail (including Dangerous Goods) situation</li> <li>▪ 'Black box' recovery progress (FDR; CVR; QAR etc.)</li> <li>▪ <b>Overall airline</b> response</li> <li>▪ Anything else as appropriate</li> </ul>	
4	<b>Status / Response at all other crisis action sites</b> ..... <b>Review:</b> <ul style="list-style-type: none"> <li>▪ <b>Airport</b> Emergency Operations Centre(s) / equivalent(s)</li> <li>▪ Uninjured Crew Reception Centre(s) (CRC)</li> <li>▪ Uninjured (Survivor) Passenger Reception Centre(s) (SRC)</li> <li>▪ Family, Relatives (&amp; Friends) Reception Centre(s) (FRRC)</li> <li>▪ Humanitarian Assistance Centre(s) (HAC) + Joint Family Support Ops Centre</li> <li>▪ Hospitals</li> <li>▪ Mortuaries</li> <li>▪ Emergency Call Centre(s) (ECC)</li> <li>▪ Deployed Humanitarian (Family) Assistance Team(s)</li> <li>▪ CSU teams - both HQ located and deployed</li> <li>▪ Station (Destination / Landing / Accident etc. Airport) Local Accident Control Centre(s) (LACC)</li> <li>▪ Station (Destination / Landing / Accident etc. Airport) Field Control Centre (FCC) (as relevant / appropriate)</li> <li>▪ Any other GO Team Matters (as appropriate)</li> <li>▪ Other airlines involved (e.g. code-share, charters, leases, tour operator[s] etc.)</li> <li>▪ Victim and FR Travel Arrangements</li> <li>▪ Anything else appropriate</li> </ul>	
5	<b>GO Team / Aircraft preparations</b> (as applicable) ..... Review Progress	
6	<b>Reuniting FR with associated Victims</b> ..... Review Progress	
7	<b>'Air Accident Investigation'</b> ..... Progress update	
8	<b>Aircraft / wreckage removal or salvage</b> ..... Considerations & progress	
9	<b>Authorities, embassies, consulates etc.</b> ..... Deal with inputs / requests	
10	<b>Airline CEO - Provide concise update via Telephone</b> ..... (insert contact details here)	



CD / Hours 3 to 4 Checklist / continued

11	<b>Duty of Care to all in CMC - as appropriate</b> ( <i>establish the below - &amp; anything else as appropriate</i> ) - via <b>CC 1</b> and CMC Administrator <ul style="list-style-type: none"> <li>CMC Catering &amp; Cleaning services</li> <li>Rest breaks, as appropriate</li> <li>Ensure appropriately trained personnel are available to <b>debrief / de-stress / defuse</b> CMC &amp; other staff anywhere at airline HQ - as required</li> <li>Health (Physical &amp; Mental) and Safety considerations - as required</li> </ul>	
12	* <b>CMC 24 hour roster schedule</b> ..... establish via <b>deputy CC</b> ( see below) <p>* Based on anticipated CD workload for next shift, <b>consider</b> appointing a <b>second</b> CD to act as deputy to the <b>next</b> shift CD. <b>If</b> you do decide to do this, notify your <b>COS / CC1</b>, so that appointment of the <b>next</b> shift <b>CC2</b> (default deputy CD) can be managed accordingly</p>	
13	Any other matters arising	
14	Continue to <b>HANDLE THE CRISIS</b>	
<b>REMINDER</b> - Provide regular crisis update briefings for CMC Team - see Att. A to this CD checklist (page 90)		
End of Checklist		

\* **CMC (Shift) Hand-over Routine** (12 hour shift basis assumed)

At 'nominal' shift hand-over time **minus** about **20 to 30 minutes**, the **CD and COS (CC1)** shift hand-overs commence. The 'new' CD and the current CD are to brief together and enact the hand over - typically taking up to around 20-30 minutes. The off-going and on-coming CC1s shall also attend this briefing - and concurrently conduct their own handover

At 'nominal' shift hand-over time **plus** about **5 to 10 minutes**, the balance of the **CMC Crisis Controller** shift (except for COS [CC1]) hand-overs take place - typically taking up to around 20-30 minutes. Individual handovers are required i.e. old **CC2** to new **CC2**; old **CC3** to new **CC3** etc. The '**new**' CD and **COS (CC1)** must be present in the CMC during these handovers

At 'nominal' shift hand-over time **plus** about **20 minutes**, remaining CMC staff (Log Manager & CMC Administrator) hand over their shifts to oncoming staff, typically taking up to around 10-20 minutes

1. Consider using the (OCC to CMC) handover briefing guide (page 102) to assist in the above CMC handovers. The CD's general use aide-memoire (page 90) might also be of assistance in this matter
2. Regardless of the time at which the first CMC shift commenced, '**nominal**' handover time for shift **two** (and subsequent shifts) should consider local 'body-clock' time (**BUT** only insofar as is practicable and desirable so to do) - and the shift change time planned accordingly
3. Where circumstances permit, **stagger the handover by a greater time period** than indicated above - in order to try to ensure a greater degree of 'shift change continuity'



	Hours 4 - 5 + every Subsequent Hour of Day 1 / Crisis Director - Actions Required	<input checked="" type="checkbox"/> ?
1	<p>Referring to Hour 3 to 4 CD checklist a little further above:</p> <p><b>Repeat / review</b> any relevant items - as required by actual circumstances 'on the day'</p>	
2	Any other matters outstanding / arising	
3	Continue to <b>HANDLE THE CRISIS</b>	
<b>REMINDER</b> - Provide regular crisis update briefings for CMC Team - see Att. A to this CD checklist (page 90)		
End of Checklist		



	<b>Second + Subsequent Days' Major Tasks / Crisis Director - Actions Required</b>	<input checked="" type="checkbox"/> ?
1	<b>Outstanding / on-going</b> Items from Previous Day(s).....Re-review & address	
2	<b>Crisis Comms</b> .....Re-review all aspects	
3	<b>Immediate Economic Needs</b> type payments - as appropriate? <ul style="list-style-type: none"> <li>▪ Establish &amp; publish / disseminate policy (via <b>deputy CD</b>)</li> <li>▪ Review on-going policy implementation progress</li> <li>▪ Ensure effectiveness, efficiency and efficacy of the process</li> </ul> <p>Implement above in conjunction with CEO + Legal, Insurance and Finance CSUs</p> <p><i>(See this document page 57 for further information)</i></p>	
4	<b>Victim identification &amp; Victim / FR reuniting</b> progress..... Review	
5	<b>All aspects of humanitarian, financial, logistical &amp; other assistance</b> offered to accident victims and / or their FR.....Review	
6	<b>Death Notifications</b> <i>(See this document page 57 for further information)</i> ..... Review	
7	<b>Letters of Condolence / Regret</b> etc. ....Initiate as required	
8	<b>ECC</b> operations .....Review (decide when to possibly wind down?)	
9	<b>GO Team</b> and / or <b>HAT</b> operation(s) .....Review	
10	<b>Crisis Support Units</b> .....Review tasking/manning	
11	<b>Release of Passenger &amp; Crew (name) lists</b> ..... <i>(See this document page 59 for further info)</i>	
12	<b>Manpower Resource Allocation</b> , especially deployed utilisation of <b>GO Team</b> and / or <b>HAT</b> (as appropriate) + staff manning of <b>CMC</b> ..... Review all	
13	<b>'Air Accident Investigation'</b> ..... Review progress	
14	<b>Aircraft removal / salvage</b> .....Review progress	
15	<b>Other Insurance, Legal and Finance</b> issues .....Review with appropriate CSUs	
16	<b>Cargo</b> issues (including DG, baggage and mail).....Review with CGO CSU	
17	<b>Personal briefings</b> to Airline's <b>CEO</b> ..... Continue as agreed	
18	<b>Identification (DVI)</b> , recovery and repatriation of "mortal remains" + <b>personal effects</b> recovery programme ..... Review via Deputy CD / 3 <sup>rd</sup> Party Specialist	
19	<b>Memorial services</b> etc. ( <b>Plan</b> for the below via Deputy CD / 3 <sup>rd</sup> Party Specialist e.g.) <ul style="list-style-type: none"> <li>▪ 7<sup>th</sup> day's service</li> <li>▪ 1<sup>st</sup> month's service</li> <li>▪ Multi-denominational service(s)</li> <li>▪ Venue, timings, invitations to participants, etc.</li> <li>▪ 'Minute of Silence'</li> <li>▪ Airline representation</li> <li>▪ Memorial (with appropriate inscriptions) erected / to be erected at suitable location(s)</li> <li>▪ Logistics etc. related to all of above e.g. travel &amp; accommodation; funding etc.</li> </ul> <p><b>Ensure wishes of victims / FR adequately accounted for in all of the above</b></p>	
20	Any <b>other</b> matters outstanding / arising	
<b>REMINDER</b> - Provide regular crisis update briefings for CMC Team - see Att. A to this CD checklist (page 90)		
<b>End of Checklist</b>		



Stand-down Arrangements / Crisis Director	
1	Plan / agree an appropriate <b>exit strategy</b> and advise all concerned parties
2	Initiate phased <b>stand-down</b> of various aspects / phases of the airline's crisis response in consultation with airline CEO, CMC management team and other appropriate parties
3	Oversee establishment of a <b>smooth hand-over of responsibility</b> to those airline and other parties who will <b>continue</b> to look after the longer term 'after events' associated with the crisis, particularly humanitarian assistance matters e.g. Legal, Insurance, Finance, HAT, Contracted 3 <sup>rd</sup> Parties etc.
4	Oversee arrangement, conduct & documentation of an <b>immediate</b> / near immediate 'hot' wash-up / debrief and report
5	After stand-down, ensure: <ul style="list-style-type: none"> <li>All CMC staff are 'defused / distressed' where so requested / apparent (with staff's agreement)</li> <li>All such staff are provided with (and take) an appropriate number of days off work to further de-stress and get back together with their families, especially those who have been deployed for an extended period</li> <li>Official show of appreciation by the company - letter, gathering, etc.</li> <li>Consider (with CEO &amp; top management) e.g. one off 'ex gratia' payments for 'services rendered' or some similar ways of saying 'thank you'</li> </ul>
6	Repeat 5. Above - ensuring that <b>all</b> other staff involved in the crisis response are included (e.g. via relevant Crisis Support Units). <b>Do not forget</b> those staff who 'stayed on in the office' etc. to 'maintain normal / disrupted / business continuity' operations during concurrent emergency / crisis response ops
7	Continue to plan for future Memorial Services and similar arrangements in conjunction with contracted, specialist 3 <sup>rd</sup> party, where so required e.g. <ul style="list-style-type: none"> <li>On-going DVI, Repatriation and / or Personal Effects recovery operations</li> <li>7<sup>th</sup> day's service (if appropriate)</li> <li>1<sup>st</sup> month's service (if appropriate)</li> <li>Multi-denominational services</li> <li>Venue, timings, invitations to participants, etc.</li> <li>'Minute of Silence'</li> <li>Airline representation</li> <li>Memorial(s) etc.</li> <li>Plan for first year's anniversary memorial service</li> <li>Plan for subsequent year's anniversary memorial services and formulate an outline plan for when to cease same (exit strategy) from an airline viewpoint</li> <li>Logistics etc. related to all of above e.g. travel, accommodation, funding etc.</li> </ul> <p><b>Ensure wishes of victims / FR adequately accounted for in all of the above</b></p>
In due course conduct a <b>formal</b> wash-up / debrief and compile lessons learned document - for submission to / consideration by airline's Senior Management Team	
END OF CD's CHECKLIST	



#### Attachment A to CMC (CD) - RED Alert Checklist

#### RED Alert / Aircraft Accident - Aide Memoire for on-going CD Crisis Reviews + CMC Staff Briefings

Crisis Directors might wish to use a pre-prepared 'aide memoire' to regularly review (from higher level viewpoints) how the 'conduct' of an ongoing crisis response is progressing (or not!)

This aide memoire (starts on next page) can *also* be used by the CD as a template for the regular CMC staff briefings required to be delivered throughout any crisis response

For information only - this same aide memoire is *also* used by the ODM (for the same purposes) during the phase of any emergency / crisis response operation *before* the CMC has taken a C4 handover from OCC (ODM)

**Note:** - It is assumed herein that the airline's *ODM* will only utilise the '*initial response*' section of the 'aide memoire' - until such time as the CMC is in a position to take over C4 responsibilities

*Exceptionally*, the ODM may *also* need to refer to the '*on-going*' portion of the aide memoire (for example - in the fairly exceptional circumstances where the CMC might take a considerable time period in which to make itself ready for the C4 handover from OCC)



**Initial Response - Aide-memoire** - Apply 'who, what, where, when, why and how' type questions to following:

<ul style="list-style-type: none"> <li>Initial accident <b>Notification</b> to airline</li> <li><b>Authentication</b> / Verification (double checking) of accident report etc.</li> <li><b>Initial</b> Information about Accident</li> <li><b>Establishment</b> / maintenance of appropriate <b>Lines of Communication</b> (especially with persons who can provide on-going updates to accident situation e.g. airline rep(s) at accident airport etc.)</li> </ul>
<ul style="list-style-type: none"> <li>Airline <b>Alerting</b> (key airline responders)</li> <li>Airline <b>Wider</b> / Drilldown <b>Alerting</b> (other airline responders)</li> <li>Special provision for <b>GO Team</b> Alerting</li> <li><b>External / Third Party</b> Alerting (including any legal, quasi-legal &amp; regulatory alerting requirements)</li> <li><b>Air Accident Report</b> submitted</li> </ul>
<ul style="list-style-type: none"> <li>Airline <b>Activation</b></li> <li>Estimated <b>Timescale</b> for airline activation</li> <li>Special procedures for <b>GO Team</b> activation</li> <li><b>External / Third Party</b> activation e.g. Humanitarian / Family Assistance; PR Agencies etc.</li> </ul>
<ul style="list-style-type: none"> <li><b>Initial</b> Crisis Response <b>Operations</b> - Command, Control, Co-ordinate &amp; Communicate (<b>C4</b>)</li> </ul>
<ul style="list-style-type: none"> <li><b>Dangerous Goods</b> info to be provided to appropriate emergency services at accident location (wherever in the world this might be) <b>as an urgent priority</b></li> <li>Accident flight's <b>total POB</b> to be provided to appropriate emergency services at accident location (wherever in the world this might be) <b>as an urgent priority</b></li> <li>Obtain latest versions of accident flight's <b>PAX &amp; crew lists</b> (and keep updating) <b>as an urgent priority</b></li> </ul>
<ul style="list-style-type: none"> <li>Establishment and maintenance of an Initial <b>Inbound Info flow</b> - particularly re status &amp; location of Accident Victims (those on board the accident flight) and / or Ground Victims (if any)</li> </ul>
<ul style="list-style-type: none"> <li><b>Manpower Augmentation</b> for <b>initial phase</b> of C4 effort</li> </ul>
<ul style="list-style-type: none"> <li>Where accident has occurred on / near an airport - ensure that an <b>Airline Representative</b> is <b>available</b> / <b>appointed</b> at that airport ASAP - with following general duties:               <ol style="list-style-type: none"> <li>1) Establish regular &amp; reliable <b>liaison &amp; information exchange</b> with accident airline HQ</li> <li>2) <b>Invoke accident airline's ERP</b> for the airport and / or take direction from accident airline on this matter - as appropriate</li> <li>3) Ensure that <b>local emergency services</b>, authorities etc. are <b>responding adequately</b></li> <li>4) Liaise with <b>operator of accident airport</b> / equivalent organisation</li> <li>5) <b>Represent accident airline</b> as per local requirements</li> <li>6) Take all &amp; any local action to <b>ensure welfare</b> (in all of its forms - including safety &amp; security) of accident victims (including crew) &amp; associated family, relatives &amp; friends</li> <li>7) <b>Gather &amp; safeguard</b> appropriate <b>documentation</b> associated with accident flight</li> <li>8) Make appropriate arrangements to safeguard airline <b>property</b></li> </ol> </li> </ul>



**Initial Response - Aide-memoire** - continued

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





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

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



**On-going Response - Aide-memoire** - continued

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



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## Example Only

### **CRISIS CONTROLLERS** (CC) - **RED ALERT** (Catastrophic Aircraft Accident / Equivalent) **CHECK LISTS**

The CC's RED Alert checklists starts on page 105 - and should be used for general guidance only

Logic, common sense, expertise, experience, knowledge, skill, expert advice, training, exercising and other similar qualities / skills / services / resources acquired or provided - are to be used by on-duty CCs - so as to ensure that all aspects of the emergency / crisis response operation are effectively, efficiently and quickly handled i.e. *think 'outside of the checklist'* where required so to do by actual circumstances 'on the day'

The timings shown in each checklist heading / title are advisory only - e.g. if the 'Hour 1 to Hour 2' checklist takes 3 hours to complete - so be it. Same consideration applies if it only takes e.g. 30 minutes. As a general rule, '*hour 1*' commences at the time that enough CMC staff are present to start carrying out their checklists effectively (i.e. *not* necessarily the time that the CMC takes over crisis response C4 from the OCC)

Aide-memoire - **Hand-over of Crisis Management C4 Responsibilities** - from OCC to CMC

See '*pre-note*' to Crisis Controller's RED Alert checklist (starts page 102)

### **Hard Copy** vs **Soft Copy** use of Checklists

Until (unless) a dedicated and 'fit for purpose' Crisis Management software (ICT) system (capable of *adequately* running '*interactive*' soft copy checklists) is in operation by the airline, it is recommended that only **hard copy** checklists be used during actual crisis or related exercise ops, thus easily permitting e.g. '*a written tick, a signature / time and brief notes*' etc. to be used / made on the checklist itself - as individual checklists items are completed

Note - appropriate (i.e. as required to 'do the job') **hard copy** documentation is available at all CMC workstations (via 'CMC workstation crisis response packs') - in addition to also being available as soft copy

### **Crisis Contacts Directory**

Limited scope contact information has been included in the following checklists. More detailed contact information is contained in the ABCX Airways 'Crisis Contacts Directory'. Each CMC workstation's 'crisis response pack' has been provided with a current hard copy version of this directory. Spare hard copies are also available in the CMC. Soft copies are additionally available via CMC PCs, laptops etc. For more information see appendix E (starts page 170)

Aide-memoire - **CD's** (ongoing) **Crisis Situation Reviews** + **CMC Staff Briefings**

See attachment A to the CD checklist (page 90)



## HOW TO USE THE CC's CHECKLIST

**One** (single) checklist is used to guide the crisis response operations of **all 5** on-duty CCs

Note - as a reminder, all CCs are required to acquire & retain the same level of C4 knowledge (via training, exercising and self-study) as CDs - and, in appropriate circumstances, can stand in for an on-duty CD for short periods. Furthermore, all CCs should be capable of taking on **any** CMC assignment and, **in extremis**, of also carrying out the **GO Team** roles of '**Leader GO Team**', '**deputy Leader GO Team**' and '**Humanitarian Manager**'

**Crisis Controller 1** (CC1 - Chief of Staff [COS]) **is responsible for managing this entire CC checklist** - including oversight / tasking of the **other 4** on-duty crisis controllers, as related to their assignments **within** and **without** (i.e. ad-hoc for latter) the single CC checklist

All 5 'on-duty' CCs have **already** (i.e. **NOW** - today) been procedurally **PRE**-assigned to specific management, oversight, support and liaison duties within the CMC - and with other parties, as shown below:

### Crisis Controller 1

- CD's Chief of Staff (See page 63 [if required] for more information on the 'chief of staff' role)
- Manage CMC facility & staff in general (on behalf of CD)
- Oversee specific CC (i.e. for CCs 2 to 5 functions) responsibilities as listed further below
- Manage **pre-assigned** individual CC assignments within the overall (single) CC checklist
- Oversee management of **ad-hoc** issues - including assignment of same to other CCs
- Assist other CCs as required (particularly CCs 4 & 5)
- As directed

### Crisis Controller 2

- Deputise for CD
- Acquire, continually update & retain the crisis response operation's 'big picture'
- Oversee 'log manager' function
- Undertake **pre-assigned** actions within the overall CC checklist
- Crisis Communications Centre (PR CSU) liaison & support (in close conjunction with CD)
- Assist other CCs as required (particularly CCs 4 & 5)
- Address miscellaneous / ad hoc issues in conjunction with the CD and CC1
- As directed



### Crisis Controller 3

- Undertake pre-assigned actions within the overall CC checklist
- **CSU oversight, liaison & support** - (but *not* including **PR** [Crisis Communications] and **Airports Services CSUs**)
- 'Other' stakeholder liaison as required (i.e. those not already under assignment to any other CC)
- As directed

### Crisis Controller 4

- Undertake pre-assigned actions within the overall CC checklist
- Oversight, liaison & support of **Airport Services CSU**
- **Outstation / Destination Airport** liaison & support (in conjunction with Airport Services CSU)
- **GO Team** liaison & support
- **Air Accident** investigation liaison
- **Aircraft Recovery / Salvage** etc. liaison (in conjunction with Aircraft Engineering CSU & CC3)
- As directed

### Crisis Controller 5

- Undertake pre-assigned actions within the overall CC checklist
- **Contracted 3<sup>rd</sup> Party** Liaison & similar (e.g. ECC; Humanitarian [Family] Assistance etc.)
- **Airline HAT** - liaison & support
- **Other 'aircraft operator'** liaison & support (as required by accident circumstances e.g. codeshare, alliance, charter, lease etc.) (in conjunction with CC3)
- As directed

Note - a degree of flexibility and 'overlap' is permitted in the above when so required e.g. CC5 might communicate directly with the departure airport GHA re passenger manifest verification issues (due the ECC also needing this vital information). This would be acceptable providing that CC5 keeps CC4 'in the loop' as to what has eventuated

## HANDOVER BRIEFING - OCC to CMC

(Referring now to 'Handover Brief' [see page 102] & CC's checklist - item 6 (starts page 106))

The CD should typically *not* authorise a C4 handover from OCC to CMC until:

1. The CMC is sufficiently / adequately manned..... **AND**
2. All appropriate CMC facilities, equipment, ICT etc. are functioning at a 'fit for purpose' level
3. **All** CMC staff present jointly agree that they have sufficient / adequate awareness of the overall crisis situation, in order to effectively, efficiently & expediently take the handover



Referring to item 1 immediately above, **full** (normal) manning of the CMC comprises:

- 1 x CD
- 5 x CCs
- 1 x Log Manager (LM)
- 1 x CMC Administrator

**Minimum** CMC manning required to take a C4 handover from OCC is recommended as:

- 1 x CD
- 3 x CCs
- 1 x LM

However, the final decision (as to whether or not the CMC is adequately manned) shall be made 'on the day' by the on-duty CD



**Checklist** **Initial Activation Procedure for Crisis Controllers - RED Alert**

Item	Action	☑ ?
a.	<b>On-call CC - Alerting Message Received ..... Report to CMC ASAP</b>  Note - <b>strongly consider taking a taxi or get someone to drive you if possible.</b> This will permit you early & better management of incoming comms, text messages / similar, as per below	
b.	<b>All other 'available' CCs ..... Text on-call CD</b>  Note to all CCs - when texting your 'availability' message to <b>on-call CD</b> , <b>also include approximate total travelling time it might take for you to get to CMC</b> - IF you are activated	
c.	<b>On-call CC to activate the 'balance' of a first shift CC Team (i.e. + 4 additional CCs)</b>	4 Names
d.	<b>On-call CC to appoint a next shift 'complete' CC team (i.e. 5 x CCs). Once done, advise nominated CCs accordingly &amp; ensure that they stand-down until required to report for the required shift</b>	5 Names
e.	<b>LGT and next shift CD nominated? ..... Double check already nominated by CD (For LGT - only if GO Team is likely to deploy)</b>	2 Names
f.	<b>On-call CC to nominate and activate a deputy LGT + a Humanitarian Manager (Only if GO Team is likely to deploy)</b>	2 Names
	<i>All available Log Managers.....To text on-call CC (included here for info only)</i>	
g.	<b>On-call CC to nominate &amp; activate a first shift Log Manager + nominate and advise a Log Manager for shift 2 (ensuring that latter stands down until required for duty)</b>	2 Names
	<i>All available CMC Administrators...To text on-call CC (included here for info only)</i>	
h.	<b>On-call CC to nominate &amp; activate a first shift Administrator + nominate and advise an Administrator for shift 2 (ensuring that latter stands down until required for duty)</b>	2 Names
j.	Check if there is an <b>Ops Support &amp; Admin Manager</b> available for GO Team deployment?  ..... Activate nominated <b>OS&amp;AM</b> as available  Note - if a dedicated Ops Support & Admin Manager is <b>not</b> available - this extra (OS&AM) responsibility will be assumed by the deploying <b>deputy LGT</b> - as a standard procedure	1 Name
	<i>Deliberately Blank</i>	





**Initial Activation Procedure for Crisis Controllers** - continued

k.	CCs with <b>no Crisis Related Duty?</b> ... <b>Assist in maintaining Normal and Business Continuity Ops</b> - as appropriate	
l.	<p><b>All</b> CCs appointed to <b>CMC</b> duties:</p> <p>Arrange for an '<b>out of office</b>' message to be left on 'normal business' (<b>work</b>) mailboxes - redirecting all <b>crisis related</b> only correspondence to the appropriate CMC mailbox i.e. to the <b>separate</b> (role related) mailbox in the CMC dedicated to the appropriate 'Crisis Controller' position (e.g. CC1, CC2, CC3 etc.) AND / OR redirecting to any other suitable method of communication available</p> <p>Consider leaving an equivalent <b>voice</b> message on all and any work related (<b>normal business</b>) mobile / smart phones; landline telephones etc.</p> <p>Note - all contact information relating to the CMC will be found in the ABCX Airways 'Crisis Contacts Directory' - a copy of which can be found on each CC's CMC PC and also in the hard copy 'work pack' located on each CC's CMC desk</p>	
	<b>Ends</b>	



**Pre-note** to CC's RED Alert Checklist

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

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



10	<b>Humanitarian (Family) Assistance Team Details</b>	
11	<b>Airports Involved</b> (Departure, Destination & Intermediate etc.) <ul style="list-style-type: none"> <li>- Also provide update on progress of Passenger Manifest Verification task - if not yet complete</li> </ul>	
12	<b>Crisis Communications</b> (Media & Public Response; Internal Comms; Website; Social Media etc.)	
13	<b>Any Other Contracted (external) 3<sup>rd</sup> Party Support</b> (other than ECC)	
14	<b>Family, Relatives &amp; Friends etc.</b> (as associated 'in some valid way' with accident victims)	
15	<b>Air Accident Reporting / Investigation</b>	



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

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

Handover completed at (date / time)

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

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



## Crisis Controllers (CD) Checklist - RED Alert - Catastrophic Aircraft Accident / Equivalent Event

See notes 1 to 3 at end of this 'hours 1 - 2' checklist (starts page 107) NOW - and then return here

Hours 1 - 2 / Crisis Controllers - Actions Required		✓ ?
1	<p><b>First CC to arrive at CMC:</b></p> <ul style="list-style-type: none"><li>Obtain crisis brief from ODM / whoever (<i>insert contact details here</i>)</li><li>Double check with ODM that all <b>RED Alert</b> emergency teams have been alerted</li><li>Double check with ODM that accident message has been sent (<i>see page 109</i>)</li><li>Ensure <b>CMC</b> log started &amp; all appropriate <b>CMC specific</b> related matters are being logged (<i>even if</i> OCC still retains C4 of crisis and is currently maintaining its <b>own</b> log. Use CMC Log Dictaphone for this purpose, if available)</li><li>Assume 'chief of staff (CC1)' duties and carry on with this checklist in that role</li><li>Address all items in this checklists yourself - until such time as you can hand over appropriate (pre-designated) checklist items to other CCs as they arrive</li></ul>	
2	<p><b>Provide concise briefings to other CCs</b> as they arrive and assign them to appropriate CMC role/workstation <b>in following priority</b>; <b>1st</b> = CC2; <b>2nd</b> = CC4; <b>3rd</b> = CC3; <b>4th</b> = CC5</p> <p>Note - the remainder of this checklist assumes that the above has taken place</p>	
3	<p>Double-check with ODM that number of <b>persons on board</b> (POB) the accident flight + details of any <b>dangerous goods</b> carried - have been passed on to the appropriate (responding) emergency services. If not, <b>rectify as a matter of urgency</b></p>	
4	<p>With regards to the bullet point items listed below..... conduct a more thorough check that those involved have been <b>alerted</b> and that associated <b>activation</b> is in hand:</p> <p><i>Note - Postpone appropriate elements of the below as required (but remember to come back to them soon) - until such time as the appropriate Emergency Response Team components are known / believed to be activating / activated / contactable etc.</i></p> <ul style="list-style-type: none"><li><b>CC1 / CMC manning</b> - look around you! (otherwise make appropriate enquiries)</li><li><b>CC2 / Crisis Comms Centre - CCC</b> - via Duty PR person (<i>insert contact details here</i>)</li><li><b>CC3 / CSUs</b> - See CSU list page 116. CSU contacts found in Crisis Contacts Directory. See also CSU 'situation reports' (SITREPs) - which might already be coming in (have been transmitted) to the appropriate (associated) CMC desks i.e. to CCs 2, 3 &amp; 4</li><li><b>CC5 / 3<sup>rd</sup> Parties</b> - check with ODM (<i>insert contact details here</i>)</li><li><b>CC5 / Airline HAT</b> - via on-call HAT (Team) Leader - (<i>insert contact details here</i>)</li><li><b>CC4 / GO Aircraft / Team / Kit</b> - Note - for <b>GO aircraft / flight</b>, contact ODM (<i>Insert Contact Details here</i>). For <b>GO Team</b> [manpower] - cross refer to CSU, HAT and similar SITREPs - coming in to the appropriate [associated] CMC desk) i.e. to yourself and CCs 2, 3 &amp; 5). For <b>GO Kit</b> - check with ODM (<i>insert contact details here</i>)</li><li><b>CC4 / Outstations / airports involved</b> - check with ODM (<i>insert contact details here</i>)</li></ul>	



<b>Hours 1 - 2 / Crisis Controllers - Actions Required - continued</b>		☑ ?
5	<b>CC2</b> and / or <b>CC1 - CD checklist</b> ..... action until CD can take over (as applicable)	
6	<b>CC1 / C4 handover from ODM</b> ..... initiate as soon as is practicable (see 'CMC minimum manning' advice page 99 & 'handover brief' aide memoire - page 102)	
7	<p><b>CC4 / Passenger List &amp; Crew List:</b> ..... are copies of 'final / boarded / flown' (unverified) <b>passenger list AND crew list</b> available to the CMC? - if not, <b>obtain immediately</b> - PLUS, in due course:</p> <p>Are copies of <b>verified / confirmed passenger list AND crew list</b> (with attached next of kin details for latter) available to the CMC? - if not, <b>obtain ASAP</b> - PLUS, in due course:</p> <p>Have relevant details of the above been sent to appropriate Emergency Services (e.g. POB), Emergency Call Centre + other appropriate parties? - if not, <b>rectify immediately</b></p> <p>Note - for a <b>USA</b> related accident (see page 112), a <b>verified</b> PAX manifest must be available to US NTSB etc. within 3 hours of accident notification to airline. Similar applies in <b>EU</b> <u>BUT</u> timeframe is 2 hours</p>	
8	<p><b>Various tasks</b> ..... check being (or starting to be) addressed, as follows:</p> <ul style="list-style-type: none"> <li>▪ <b>CC4</b> / Adequate comms established to / from accident location etc.</li> <li>▪ <b>CC4</b> / Contact established with all appropriate outstations / airports / GHAs etc.</li> <li>▪ <b>CC4</b> / Passenger and Crew List Verification Tasks complete or in hand</li> <li>▪ <b>CC3</b> / CSUs - checking in with CMC &amp; self-starting <b>own</b> crisis response ops</li> <li>▪ <b>CC2</b> / CD &amp; Crisis Comms Team (CCT) dealing with crisis comms matters</li> <li>▪ <b>CC2</b> / CMC Main (Big Picture) Log being adequately maintained</li> <li>▪ <b>CC5</b> / 3<sup>rd</sup> Party services - review 'service' activations chosen &amp; adjust if necessary</li> <li>▪ <b>CC5</b> / ECC (3<sup>rd</sup> Party Service) as per <b>separate</b> (* ECC specific) checklist</li> <li>▪ <b>CC5</b> / HAT - continuing activation &amp; deployment preparations (as appropriate)</li> <li>▪ <b>CC5</b> / Other 3<sup>rd</sup> party responses / deployment (as appropriate)</li> <li>▪ <b>CCs 3 &amp; 4</b> / Contact established with relevant authorities, regulators &amp; similar</li> <li>▪ <b>CC4</b> / Contact established with Leader GO Team (as appropriate)</li> <li>▪ <b>CC1</b> / Satisfactory flow (into &amp; from CMC) of crisis related information</li> <li>▪ <b>CC1</b> / Adequate ICT support available for CMC and other involved facilities</li> <li>▪ <b>CC1</b> / 'Expert / Specialist' support available to CMC 24H? (provided by CPM)</li> <li>▪ <b>All CCs</b> / Anything else?</li> </ul> <p>* Note - This <b>separate</b> ECC checklist and related / supporting information for CC5 use <b>are available in CMC</b> (CC5's workstation [hard copy] + CMC drive (soft copy)). Insert appropriate CMC drive path here ..... TBA (Checklist also available in <b>separate</b> documents - ERP Vols 3 and 4 - 'Humanitarian Assistance' and 'ECC' respectively [found in CMC in the same way as described just above])</p>	
9	<p><b>CC5</b> to carry out ECC related <b>separate</b> checklists as per note at bottom of checklist item 8 above. This is to be carried out <b>concurrently</b> with any other CC5 assignments as per <b>this</b> CC checklist (i.e. the checklists being read now). Note: CC5 to request assistance (from CCs 1 &amp; 2) in these tasks, if circumstances so require</p>	



<b>Hours 1 - 2 / Crisis Controllers - Actions Required - continued</b>		<input checked="" type="checkbox"/> ?
10	<p><b>CC1 /</b></p> <p><b>Confirmed crew</b> and <b>staff fatalities</b> - arrange notification to Next of Kin (NOK) / closest relative / equivalent person - following established national protocols and / or ABCX Airways Humanitarian / Family Assistance Plan (see checklists item '12' below) and / or as advised by 'CMC expert person' (CPM)</p> <p>Note - CMC 'expert' person (available 24H at CMC) will generally be the airline's Crisis (Response) Planning Manager [CPM] or designated alternate person</p>	
11	<p><b>CC1 /</b></p> <p><b>Confirmed crew</b> and <b>staff injuries / other</b> status (but not death) - arrange notification to NOK / closest relative / equivalent person - following standard company procedure and / or as advised by 'CMC expert person' (CPM)</p>	
12	<p><b>CC1 / Humanitarian / Family Assistance Plan</b> (see info provided starting page 111 and act on it accordingly)</p>	
13	<p><b>CC4 / GO Team - VISAs / similar</b> - work with <b>Staff / Business / Industry Travel CSU etc.</b> to ensure that deploying GO Team (people, cargo and aircraft [if deploying by air for latter]) meets appropriate, associated 'facilitation' requirements for the deployment (as required) - AND / OR that such requirements have or will be relaxed / waived under the terms of <b>ICAO Annex 9, Chapter 8, clauses 8.41 to 8.46</b>. Also seek assistance from appropriate government, embassy &amp; consulate sources, as required</p>	
14	<p><b>All CCs / Effective &amp; Efficient CMC Operation</b> ..... Establish / Maintain</p>	
<b>END OF THIS PART OF CCs CHECKLIST</b>		

#### Note 1 - Dangerous Goods

Should Dangerous Goods (DG) be carried on board an aircraft experiencing an accident / serious incident, ICAO and IATA (*mandatory*) regulations stipulate that the aircraft operator (ABCX Airways) is to obtain the following information (as per any NOTOC [Notice to Captain] or similar documents available) pertaining to the DG - and pass on this information **immediately** to any responding emergency services - located wherever in the world the accident has occurred (as appropriate):

- **Proper 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**



Where the required information shown immediately above is not quickly and easily available in the format shown - then forward it on in whatever format *is* available. Furthermore, this same info is to be passed *as soon as possible* - to the appropriate authority of the State (Country) of the (aircraft) *Operator* and also the State where the accident / serious incident *occurred* (if different). The 'authorities' referred to here are expected to be the Dangerous Goods department (or equivalent) of the appropriate, national 'Civil Aviation Authority' (or equivalent)

The OCC in conjunction with Cargo and / or Airport Services CSUs - is responsible for making (or arranging for) *all* of the above DG reports - as appropriate. The CMC will provide oversight of same

The above procedure shall *also be followed for significant incidents* if requested so to do by an appropriate emergency service or authority - with the *exception* that notification to the State of the Operator shall not be required

UK CAA Dangerous Goods Office (Not H24 but messages will be forwarded)

Telephone: 01293 573800

e-mail: dgo@caa.co.uk

Fax: 01293 573991

#### Note 2 - UK AAIB

For a catastrophic aircraft accident involving GO Team deployment by air, it is possible that the national Air Accident Investigation Authority (i.e. the Air Accident Investigation Branch [AAIB] in UK) - might 'request' travel on the airline's GO Team Aircraft (as appropriate). Take necessary pro-active enquiries, via ABCX Airways Flight Safety CSU / whoever, to ascertain if this is to happen, and to make suitable preparations, if so required

#### Note 3 - Local Media

It is possible that a small number of *selected* members of the UK Media *might* be invited (by the airline) to deploy with the GO Team (CD to discuss this possibility with Crisis Comms Controller - if appropriate)

#### Note 4 - Continuing this Checklist

Continue with this CC checklist on page 117 - after dealing with the immediately following attachments 1, 2A, 2B, 2C, 2D & 3 - as appropriate / as required by actual accident circumstances 'on the day'





EXAMPLE Attachment 1 to CRPM Part 1 / Volume 2 - Section 3B (2) - CC Checklist (Hour 1 to Hour 2)

### Aircraft **ACCIDENT NOTIFICATION MESSAGE**

#### **ACCID:**

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



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

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

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

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

**01252 512299** 24H

- ✚ Provide AAIB with the details of the person sending the accident message - together with **reliable** 24H airline (ABCX Airways) contact information (e.g. ODM contacts, CMC contacts, Flight Safety CSU contacts etc.)

- ✚ Follow up as soon as possible with a FAX and / or email version of the accident message

01252 376999 FAX / email address **TBA**

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



**EXAMPLE** Attachment **2A** to CRPM Part 1 / Volume 2 - Section 3B (2) - CC Checklist (Hour 1 to Hour 2)

### **Humanitarian (Family) Assistance Plan**

A small (but very gradually increasing) number of the world's countries are now requiring that aviation related '**Family (Humanitarian) Assistance Plans**' be produced (by themselves [countries] and by 'their' airlines, airports and other, appropriate aviation related organisations)

The top level driver behind this is the International Civil Aviation Organisation (ICAO) (particularly via its Annexes 9, 19 and associated documents [e.g. ICAO Doc 9859 SMS requirements]). The generic title used by ICAO for this subject is '**Assistance to Aircraft Accident Victims and their Families**'

Today ICAO tries (unfortunately not very successfully) to 'enforce' this matter via a 'recommended practice'. With time it (ICAO) is expected to upgrade the 'advisory' nature of a recommended practice to a 'compulsory' standard (but probably not anytime soon!)

However, a small number of countries treat ICAO advisory 'recommended practices' as compulsory (e.g. the UAE) - including the one on 'Family Assistance'. Another country (Australia) has made the recommended practice 'semi' compulsory in the form of a 'code of conduct' and a very small number of countries (e.g. Spain) have issued associated, national legislation

Sadly, the **vast majority** of the world's countries have (as at 2022) made little or no progress on this matter e.g. the European Union (EU) passed its own associated regulation in late 2010. So far (up to 2022), only 3 (Italy, Netherlands and Spain) of the 27 EU countries have complied in any meaningful way. The UK was a member of the EU up to 31 December 2020, and as at 2022, it is still also non-compliant. It would be hard to find 'polite' words to describe this unfortunate situation

The following countries required (2022), to a greater or lesser degree, **\*** compliance with ICAO's requirement for a plan to be produced re 'Assistance to Aircraft Accident Victims & their Families':

**Australia; Brazil; China; **\*** EU; Indonesia; Italy; Netherlands: South Korea; Spain; UAE and USA**

**\*** As mentioned, **only Italy, Netherlands and Spain** (and their airlines, airports etc.) are so far compliant with the associated EU Regulation. The other countries listed just above also have such plans - but they vary significantly in effectiveness, efficiency and quality

For ABCX Airways flights to / from any of the countries listed above (as appropriate), the airline adapts its own generic Family (Humanitarian) Assistance Plan to comply with the equivalent requirements of any such country. It is unfortunate that its own parent country (UK [State of Operator]) did not have such a national plan at time of writing

For reader convenience, 3 typical 'example / sample' checklists (3 different countries) used to guide **initial** airline family assistance ops (as described above) will be found on pages 112 to 115. It is suggested that the reader might wish to take a look at these checklists - together with the associated legal / regulatory / best practice etc. requirements (not included herein but available on-line), in order to gain a better understanding of what might typically be required with regards to this matter

See separate document (in this series) CRPM Part 1 (**ERP**) - Volume 3 for more specific details of the ABCX Airways **Humanitarian (Family) Assistance Plan**



EXAMPLE Attachment 2B to CRPM Part 1 / Volume 2 - Section 3B (2) - CC Checklist (Hour 1 to Hour 2)

**Checklist - Airline Accident within / whilst en route to / from - United States of America**

	Action Required	<input checked="" type="checkbox"/> ?
I	Check <b>WES</b> activated (all contracted services) and provide them with brief crisis related information, as known (if not already done) ( <i>Insert Contact Details here</i> )	
II	<p>Notify <b>NTSB</b> communications centre (+ 1 202 314 6290 24H - <a href="mailto:cmctr@ntsb.gov">cmctr@ntsb.gov</a>) of accident details, and provide reliable (airline) 24H OCC &amp; CMC crisis contacts. Back this up in due course by sending the <b>Accident Notification Message</b> (if not already done) - using the template found on page 109. (also see checklist items <b>III</b> &amp; <b>V</b> below NOW)</p> <p>Note - NTSB direct numbers for 'Transport Disaster Assistance - TDA' are (+ 1 202 314 6290 / + 1 202 314 6185 / 800 683 9369 toll free USA / +202 459 9402 FAX / <a href="mailto:assistance@ntsb.gov">assistance@ntsb.gov</a>). See also Appendix F (page 172) to this CRPM Part 1 / Vol 2 Guideline Document <b>NOW</b> - and then return here</p>	
III	Advise <b>NTSB</b> that <b>WES</b> ( <i>Insert Contact Details here</i> ) has been activated (if appropriate), and that it (WES) represents the airline within the USA, as per the requirements of current United States 'Foreign Air Carrier Family Support Act' legislation	
IV	<i>Deliberately Blank</i>	
V	Request <b>NTSB</b> advises accident details to <b>US Department of State Ops Centre</b> (+ 1 202 647 1512) and also to <b>American Red Cross (ARC) Disaster Ops Centre</b> (+ 1 800 526 3571 / + 1 202 303 5555) - and to further advise them both of the <b>airline's</b> crisis contact information - together with that of <b>WES</b> (see <b>II</b> & <b>III</b> above for details)	
VI	<p>Send accident flight's <b>unverified</b> passenger manifest and crew list to:</p> <ul style="list-style-type: none"> <li>US Dept. of State - attention "Managing Director of Overseas Citizen Services, Bureau of Consular Affairs" (FAX + 1 202 647 0122 / email <a href="mailto:seso@state.gov">seso@state.gov</a>)</li> <li>NTSB Communications Centre (FAX + 1 202 314 6293 / email <a href="mailto:cmctr@ntsb.gov">cmctr@ntsb.gov</a>)</li> <li>NTSB TDA (FAX +202 459 9402 / email <a href="mailto:assistance@ntsb.gov">assistance@ntsb.gov</a>)</li> <li>ARC Disaster Ops Centre (National) (+ 1 800 526 3571 / + 1 202 303 5555 / <a href="mailto:docc@redcross.org">docc@redcross.org</a>)</li> </ul>	
VII	Repeat <b>VI</b> above when <b>verified</b> passenger manifest and crew list are available. This must be achieved <b>within 3 hours or sooner of initial accident notification to the airline</b>	
VIII	<p>Re <b>VII</b> above, also provide (as available):</p> <p>Supplementary info (as available to airline e.g. from airline Reservations, Check-in and Security [APP / API / APIS systems etc.]) re the identification of all victims (but especially <b>US citizens</b>) on board the accident flight + any emergency (use) names &amp; contact info given by passengers on ticket booking and / or check-in (mandatory requirement for US citizens)</p>	



IX	<i>Deliberately Blank</i>	
X	<p>Establish and maintain regular contact with the <b>WES</b> Emergency Ops Centre</p> <p><i>(Insert Contact Details here)</i></p> <p>Ensure that all pre-agreed procedures with WES are being carried out expeditiously, effectively and efficiently</p>	
XI	<i>Deliberately Blank</i>	
XII	Make contact with airline's US accident Station or 'Airline Station Nearest' (to accident site) - in order to ensure that adequate support from / and co-ordination with <b>WES</b> , NTSB, American Red Cross etc. - is being achieved	
XIII	<p>Notify <b>WES</b> Emergency Ops Centre of ETA of airline's GO Aircraft / Team at 'GO Team airport nearest accident site' in USA - and request them to implement the pre-agreed procedures for integrating the <b>airline's</b> HAT (SAT) with the <b>WES Humanitarian</b> (Family) Assistance support effort</p>	

**Note 1** - **WES**, acting on behalf of the airline, will be primarily responsible for all **initial** liaison tasks with the relevant US Authorities and for complying with all **initial** actions, as relevant and / or as stipulated under appropriate US Law and / or as contractually / mutually agreed between the airline and **WES**

After arrival of the **airline's** GO Team at or near to the accident site, **WES** is expected to hand over prime responsibility for said liaison and actions, to this GO Team, but will fully support the latter, in all matters, until the crisis response is terminated, or as mutually agreed. However, and upon request by the airline, **WES** will continue to be the prime management entity for all **humanitarian** (family) support ops taking place **locally** - and, where this is the case, the airline GO Team shall support **WES** in all such operations

**Note 2** - See (*separate* documents) CRPM Part 1 (**ERP**) / Volume 3 for detailed ABCX Airways Humanitarian Assistance procedures and information - and CRPM Part 1 (**ERP**) / Volume 4 for detailed information re Emergency Call Centre operations (**both as related to and in the context of joint operations with WES**). Both documents are available in the ABCX Airways CMC in hard and soft copy formats

**Note 3** - Follow below links for further information re US Family Assistance legislation and similar:

<http://www.nts.gov/tda/TDADocuments/Federal-Family-Plan-Aviation-Disasters-rev-12-2008.pdf>

<http://www.gpo.gov/fdsys/pkg/CFR-2014-title14-vol4/xml/CFR-2014-title14-vol4-part243.xml>

**Note 4** - See also \*Appendix C (page 157) to **this** CRPM Part 1 / Volume 2 document

(\* ABCX Airways - 'Filed Plan' [as required to comply with USA Foreign Air Carrier-Family Support Act 1997 - as amended])



**EXAMPLE** Attachment **2C** to CRPM Part 1 / Volume 2 - Section 3B (2) - CC Checklist (Hour 1 to Hour 2)

**Checklist - Airline Accident within / en route to / from - Australia**

	<b>Action Required</b>	<input checked="" type="checkbox"/> ?
<b>I</b>	<p><b>Advise Australian Transport Safety Bureau</b> (ATSB) (+ 61 (0)2 6230 4470 - 24H Phone) of brief accident details and supply reliable 24H airline OCC &amp; CMC crisis contacts. Back this up in due course by sending the <b>Accident Notification Message</b> - (if not already done) using the template found on page 109</p> <p>Also advise ATSB that the airline will forward details of an Australian based 'Family Support Co-ordinator' - and location / contact details for the airline's Australian <b>Local Accident Control Centre</b> (as relevant) - as soon as possible</p>	
<b>II</b>	<p><b>Activate WES</b> (<i>Insert Contact Details here</i>) - advise them of accident details, and request that they immediately deploy the maximum number of humanitarian assistance trained personnel (especially those based in / close to Australia) in support of the airline's accident response operations (see next checklist item)</p>	
<b>III</b>	<p>Request <b>WES</b> appoints a suitable person (from their Australian team) to take on the role of '<b>Family Support Co-ordinator</b>' - with the primary duty of managing the overall airline's Family Support and Welfare (Humanitarian Assistance) effort during the <b>first 24-48 hours</b> or so of the crisis - together with overall related liaison (on behalf of the airline) with Australian authorities (ATSB, Police; Government, Non-Government Organisations etc.)</p> <p>Obtain the contact details for this <b>WES</b> person (<b>Note</b> - <i>On arrival in Australia, an appointed member of the <b>airline's</b> GO Team will assume the above responsibilities</i>)</p>	
<b>IV</b>	<p><b>As per III above, advise details</b> of airline's appointed Family Support Co-ordinator &amp; the airline's Australian LACC - to <b>ATSB</b>, as per actual 'circumstances on the day'</p>	
<b>V</b>	<p>In conjunction with the airline's (or airline representative's) Australian LACC (if any) and <b>WES</b> staff in Australia - ensure insofar as possible that establishment &amp; manning of a local (near accident site) <b>Family Support</b> (Humanitarian Assistance) <b>Centre</b> and associated / co-located <b>Joint Family Support Operations Centre</b> is being addressed</p>	
<b>VI</b>	<p><b>In extremis - try to enlist the co-operation of QANTAS</b> and / or any other Australian airlines, as appropriate, in assisting ABCX Airways and <b>WES</b> with Family Support and similar responsibilities within Australia</p>	

**ATSB enquiries:**

1 800 011 034 (Within Australia only [report an accident] toll-free)

+ 61 (0)2 6230 4408 24H (Report an accident - worldwide toll-paid. Forwarded to ATSB duty officer outside normal working hours [Australia])

Email: [atsbinfo@atsb.gov.au](mailto:atsbinfo@atsb.gov.au)

For more information on the Australian Family Assistance Code (09 July 2014) - see:

<http://www.infrastructure.gov.au/aviation/legislation/policy/family.aspx>



**EXAMPLE** Attachment **2D** to CRPM Part 1 / Volume 2 - Section 3B (2) - CC Checklist (Hour 1 to Hour 2)

**Checklist - Airline Accident within / en route to / from - Brazil**

	<b>Action Required</b>	<input checked="" type="checkbox"/> ?
1	<p>Notify <b>Brazilian Aeronautical Accident Investigation &amp; Prevention Centre (CENIPA)</b> (+ 55 61 3364 8800 / 8801 / 8802 / 8811 / 8815 (work hours / Portuguese only); + 55 61 99994 9554 (Mobile phone / English &amp; Spanish); + 55 61 3365 1004 FAX; <a href="mailto:notifica@cenipa.aer.mil.br">notifica@cenipa.aer.mil.br</a>) of brief accident details and supply reliable 24H airline OCC and CMC crisis contacts</p> <p>Back this up in due course by sending the <b>Accident Notification Message</b> (if not already done) - using the template found on page 109</p>	
2	Maintain contact, liaison and co-ordination with the organisation shown at 1 above throughout the period of the crisis	
3	Send accident flight's <b>unverified</b> passenger manifest & crew list to organisation shown at 1 above. Do this within ASAP and within 3 hours of the accident occurrence at latest	
4	Send accident flight's <b>verified</b> passenger manifest and crew list to organisation shown at 1 above. Do this as soon as the verified information becomes available	

In 2005 Brazil passed legislation re 'assistance to aircraft accident victims and their families'. An approximate English translation can be found at: <http://www.aviationemergencyresponseplan.com/information/> (When this webpage opens, scroll down until you find the **info article** entitled '**Humanitarian (Family) Assistance - Statutory & Best Practice Requirements**' - then find and click on '**Brazil**'

**REMINDER**

In addition to the checklists documented above for the USA, Australia and Brazil, broadly similar considerations apply in **China**, the **\* European Union** (EU [but 3 countries only as at early 2022]), **South Korea** & the **UAE**. A very small number of other countries **might** have similar arrangements in place e.g. Indonesia and Japan

When dealing with air accidents in any country where formal (e.g. legal, regulatory, best practice etc.) humanitarian (family) assistance ops / requirements are **not** mandated / advised / published etc. - the above 3 checklists and their source documents might be referred to and adapted in order to guide the appropriate (**initial**) 'humanitarian (family) assistance' response 'on the day'

\* Re EU associated regulation (EU Reg 996 / 2010 refers) - the first 'Family Assistance Plan' to be produced (by Spain) was in August 2013. Italy produced its version in late 2014 and Holland in late 2016. The other 23 EU countries had produced absolutely **nothing** as at early 2022

Note: In very general terms ABCX Airways **already** complies with the above EU Reg 996 / 2010 and had done for many years before the regulation was 'invented' (NB: - this **EU** regulation requires [amongst other things] production [to the 'appropriate' authorities] of a **verified passenger manifest within 2 hours** of accident notification to the accident airline). Details can be found at:

<http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:L:2010:295:0035:0050:EN:PDF>



**EXAMPLE** Attachment 3 to CRPM Part 1 / Volume 2 - Section 3B (2) - CC Checklist (Hour 1 to Hour 2)

**The following ABCX departments / business units (and equivalents) shall form CSUs:**

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

Note / Reminder - **CC3** is responsible for all CSU liaison and support **except for Airport Services CSU** (via **CC4**) and **PR** (Crisis Communications) **CSU** (via **CC2**)

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





	<b>Hours 2 - 3 / Crisis Controllers - Actions Required</b>	☑ ?
1	<b>Crisis Information flow into / out of CMC</b> ..... <b>CC1</b> / Re-review for adequacy	
2	All involved <b>Station LACCs</b> / similar..... <b>CC4</b> /re-confirm communications established	
3	<p>If <b>GO Team</b> is to deploy:</p> <ul style="list-style-type: none"> <li>▪ <b>CC4</b> / GO Team matters in hand re providing operating crew and aircraft</li> <li>▪ <b>CC4</b> / GO Team matters in hand re providing manpower to deploy</li> <li>▪ <b>CC4</b> / GO Team matters in hand re departure airport (as req'd [e.g. transport to airport; check-in &amp; boarding procedure; GO Kit transport &amp; loading, CIQ etc.])</li> <li>▪ <b>CC4</b> / GO Team matters in hand re any 'en-route' &amp; destination airport(s) - including landing slots, over-flight clearances, handling, arrival CIQ etc.</li> <li>▪ <b>CC4</b> / Leader GO Team (LGT); Deputy LGT; Investigation Manager; Humanitarian Manager and other GO Team managers - appointed &amp; briefed</li> <li>▪ <b>CC4</b> / Collect, pack and arrange delivery (hard copies) to LGT of - <b>5</b> x copies of appropriate, <b>extracted</b> RED Alert checklists; <b>10</b> x airline Emergency Contacts Directories; <b>3</b> x ERP Volume 5 (GO Team Ops); <b>2</b> x ERP Vols 3 &amp; 4 (Family Assistance and ECC Plans; <b>1</b> x copy ERP (for involved Station /Airport [as required])</li> <li>▪ <b>CC4</b> / Any other GO Team considerations</li> </ul> <p><b>Note 1</b> - much of the above is an oversight task only i.e. others will be 'doing the work' - and much of it will probably have already been completed. However, the requirement re the last but one bullet point above is a direct <b>CC4</b> responsibility i.e. the first <b>4</b> sets of required documents have been <b>pre-prepared</b> and are stored in the CMC documents cupboard (in box file entitled 'GO Team Docs'). The <b>last</b> doc (ERP for involved Station / Airport) will need to be printed 'on the day' &amp; placed in the same box file</p> <p><b>Note 2</b> - work with OCC, Airports Services, Airline Planning, Engineering, Cargo, In-flight catering CSUs etc. - re all the above. Obtain assistance with this (any of CCs 1, 2 or 3) if required</p> <p><b>Note3</b> - adapt the above if GO Team deployment is to be via surface transport</p>	
4	<p><b>IMPORTANT - CC5 / Victim status and location information</b></p> <p>Throughout crisis, ensure (oversee) that above info + any similar details re victims' <b>family, relatives and friends</b> (FR) - <i>(as received by airline and / or CMC - i.e. in contrast with coming into the ECC directly)</i> is passed on immediately to the ECC <i>(ensuring that same is recorded in the appropriate ECC format before passing on)</i></p> <p><i>(insert full ECC contact details here)</i></p> <p>Note to <b>CC5</b> - the above is a repeat of the item <b>17</b> &amp; <b>27</b> requirements of your <b>separate</b> (ECC <b>specific</b>) checklist - as already referred to earlier in <b>this</b> CMC checklist (see checklist item 9 - page <b>106</b>)</p>	
5	<b>Deliberately Blank</b>	



	<b>Hours 2 - 3 / Crisis Controllers - Actions Required - continued</b>	<input checked="" type="checkbox"/> ?
6	<p><b>CC2 / CD's policy for transporting victims' FR to / as near as possible / practicable to accident location</b> (see this document page 59 for further details):</p> <p>Ensure that policy is passed quickly and directly (telephoned via appropriate CCs) to all relevant parties (including appropriate 3<sup>rd</sup> parties e.g. outsourced ECC) as required. Follow up in writing</p>	
7	<p><b>CC4 / 'Black box' recovery &amp; 'Air Accident Investigation' situation:</b></p> <p>Confirm with Flight Safety / Engineering CSUs / Investigation Manager / whoever - the status of Digital Flight Data Recorder (DFDR), Cockpit Voice Recorder (CVR), Quick Access Recorder (QAR) etc. recovery ops - together with aircraft removal / wreckage salvage progress - as appropriate</p> <p>Note - Insofar as is possible / practicable so to do, remind all concerned that no person is permitted to touch / remove etc. any of the above except when directed by an appropriate authority (e.g. national air accident investigation agency) <b>or, in extremis, for the purposes of 'preservation of evidence'</b>. Particularly ensure that this requirement is passed on to all appropriate airline / airline representative responders at the accident site</p> <p>Also obtain and disseminate updates on all other aspects of the air accident investigation process being conducted</p>	
8	<p><b>CC3 / Extracts from accident crew's 'personal / professional information' to be obtained &amp; safeguarded, as appropriate / relevant:</b></p> <p>Co-ordinate with Lead Crew Controller / whoever + Flt Ops, Cabin Crew, HR CSUs (as appropriate and in accordance with their own specific CSU Plan procedures) for the above information to be collected, 'frozen / impounded' and made available to CMC without delay</p> <p><i>(insert associated contact details here)</i></p> <p>Note - the above is an <b>oversight</b> task only i.e. others will be 'doing the work'. For further information see (in this document) Appendix A, starting page 143</p>	
9	<p><b>CC3 / ENG type documentation etc. for the accident flight aircraft:</b></p> <p>Ensure Aircraft Engineering, Flight Operations, Quality Control CSUs (and similar / equivalents) arrange for the above documentation to be collected, frozen / impounded (as per the associated procedures found in respective [separate] CSU Plans) - and made available to CMC without delay</p> <p><i>(insert associated contact details here)</i></p> <p>Note - the above is an <b>oversight</b> task only i.e. others will be 'doing the work'. For further information see (in this document) Appendix A, starting page 143</p>	



Hours 2 - 3 / Crisis Controllers - Actions Required - continued		☑ ?
10	<p><b>CC1 &amp; CC2 / Oversee collection and safeguarding of below additional docs / info</b> re the accident flight. <b>Originals</b> (if possible) to be forwarded, in due course, to CMC. Additionally, 3 full sets of <b>copies</b> are also to be made and forwarded to CMC</p> <ul style="list-style-type: none"> <li>▪ ‘Boarded’ / ‘Flown’ (latest) version Passenger Manifest &amp; Gen Dec (Crew List). Also obtain confirmation from ‘station of last departure’ and ‘crew control’ that <b>actual crew on board</b> matches the Gen Dec / Crew List docs info</li> <li>▪ Ticket flight coupons &amp; Boarding Card stubs for PAX; Relevant E-ticket records; Relevant ‘Gate Reader’ records; Additions &amp; Deletions List (ADL); appropriate records from associated CRS / GDS and DCS systems; appropriate and associated APP / API / APIS data etc.</li> <li>▪ Load sheet with Last Minute Changes and offload records; Cargo Manifest; Dangerous Goods documentation including NOTOC; Cargo Consignment Notes / Shipper’s Declarations / Airway Bills; Receipts for Diplomatic Mail; Animals carried etc.</li> <li>▪ Operational Flight Plan; Met &amp; NOTAM briefs; ATC flight plan; Journey Log etc.</li> <li>▪ A complete set of (current as at accident date) Flight Operations (including Training Manuals), Aircraft Engineering &amp; Cabin Crew Manuals - for accident aircraft type of concern. These are to not to be amended thereafter (obviously, 3 full sets of “copies” are not required here)</li> <li>▪ Any other documents etc. as required and stipulated by Insurance and Legal CSUs and / or Air Accident Investigation Authority / Authorities</li> </ul> <p>For further information see (in this document) Appendix A, starting page 143</p> <p>Notes:</p> <p>The above is an <b>oversight task only</b>. The <b>actual</b> collection of documents will be accomplished by others - typically e.g. by OCC, Stations, CSUs (FOPs, ENG, Cabin Crew, HR) etc. (Many of the above documents will be needed initially by various airline / similar departments responding to the accident. When finished with, <b>original</b> documents are to be forwarded ASAP to CMC)</p> <p>Where <b>original</b> documents require retention by regulatory (or similar) authorities, ensure with all parties concerned, that at least 3 copies for the airline are made prior to hand over of originals and that a signed &amp; dated receipt for same is obtained</p> <p><b>No <u>original</u> documents are to be handed over to anyone outside authorised airline circles without CD authorisation</b> (CD will, in turn, take legal advice and also require authorisation from the appropriate Air Accident Investigation Authority). Also applies, in principle, to all other airline documentation (originals or otherwise) associated with the accident flight</p>	
11	<b>CC1 / Effective &amp; Efficient CMC Operation</b> .....Maintain	
END OF THIS PART OF CCs CHECKLIST		



	<b>Hours 3 - 4 / Crisis Controllers - Actions Required</b>	<input checked="" type="checkbox"/> ?
1	<b>Crisis Information flow into / out of CMC</b> ..... <b>CC1</b> / Re-review for adequacy	
2	<b>Status &amp; Response at or near to Accident Site</b> ..... Review: <ul style="list-style-type: none"> <li>▪ <b>CC4</b> / Search and Rescue and / or Fire, Rescue &amp; Medical Operations</li> <li>▪ <b>CC5</b> / Crew issues - including medical, humanitarian, welfare, financial, information, lodging, legal, transport etc.</li> <li>▪ <b>CC5</b> / Passenger issues - as for crew above etc.</li> <li>▪ <b>CC5</b> / Family, Relatives &amp; Friends (FR) issues - as for crew above etc.</li> <li>▪ <b>CC5</b> / DVI &amp; Personal Effects Recovery Operations</li> <li>▪ <b>CC3</b> / Cargo, baggage and mail (including Dangerous Goods)</li> <li>▪ <b>CC4</b> / 'Black box' etc. recovery</li> <li>▪ <b>CCs 1 &amp; 2</b> / Overall airline response</li> <li>▪ <b>CCs 1 &amp; 2</b> / Other / anything else</li> </ul>	
3	<b>All <u>other</u> crisis action sites</b> ..... Review: <ul style="list-style-type: none"> <li>▪ <b>CC4</b> / Airports Involved - Emergency Operations Centre(s) (EOC)</li> <li>▪ <b>CCs 4 &amp; 5</b> / Crew Reception Centres (CRC)</li> <li>▪ <b>CCs 4 &amp; 5</b> / Passenger Reception Centres (SRC)</li> <li>▪ <b>CCs 4 &amp; 5</b> / Family, Relatives &amp; Friends (FR) Reception Centres (FRRC)</li> <li>▪ <b>CCs 4 &amp; 5</b> / Humanitarian (Family) Assistance Centre ( HAC / FAC) &amp; JFSOC</li> <li>▪ <b>CCs 4 &amp; 5</b> / Hospitals</li> <li>▪ <b>CCs 4 &amp; 5</b> / Mortuaries</li> <li>▪ <b>CC5</b> / Emergency Call Centre(s)</li> <li>▪ <b>CC5</b> / HAT</li> <li>▪ <b>CC3</b> / CSUs</li> <li>▪ <b>CC4</b> / Stations (Airline Rep[s]) / Local Accident Control Centre(s) (LACC) etc.</li> <li>▪ <b>CC4</b> / Field Control Centre (FCC) - (as relevant)</li> <li>▪ <b>CC5</b> / Other airlines involved (&amp; similar e.g. charters, leases etc.)</li> <li>▪ <b>CC5</b> / Victims and / or FR - Travel Arrangements (via ECC)</li> <li>▪ <b>CCs 1 &amp; 2</b> / Other / anything else</li> </ul>	
4	<b>CC4</b> / <b>GO Team</b> / Aircraft preparations (as applicable) ..... Review Progress	
5	<b>CCs 4 &amp; 5</b> / <b>Reuniting FR with associated Victims Task</b> ..... Review Progress	
6	<b>CC4</b> / Air Accident <b>Investigation</b> ..... Review Progress	
7	<b>CC4</b> / Aircraft / wreckage removal, salvage etc. .... Considerations & progress	
8	<b>CC3</b> / <b>Other stakeholders with a major interest etc.</b> ..... Deal with inputs / requests	
9	* <b>CC1</b> / <b>CMC 24 hour roster schedule</b> ..... establish (see next page)  Note - Where on-duty CD decides (check with him / her) to appoint a second CD to act as deputy to the <b>following</b> shift CD - CC1 is to manage the appointment of the <b>next</b> shift CC2 (default deputy CD) accordingly e.g. assign to other duties within CMC; stand-down etc.	



\* CMC (Shift) **Hand-over Routine** (12 hour shift basis assumed)

- At 'nominal' shift hand over time **minus** about **20 to 30 minutes**, the **CD** and **COS (CC1)** shift *hand-overs* commence. The 'new' CD and the current CD are to brief together and enact the hand over - typically taking up to around 20 - 30 minutes. The off-going and on-coming **CC1s** shall also attend this briefing - and concurrently conduct their own handover
- At 'nominal' shift hand over time **plus** about **5 to 10 minutes**, the balance of the **CMC Crisis Controller shift (except for COS [CC1])** hand-overs take place - typically taking up to around 20 - 30 minutes. Individual handovers are required i.e. old **CC2** to new **CC2**; old **CC3** to new **CC3** etc. The 'new' **CD & CC1 / COS** must be present in the CMC during these handovers
- At 'nominal' shift hand over time **plus** about **20 minutes**, *remaining CMC staff (Log Manager & CMC Administrator)* hand over their shifts to oncoming replacements, the hand over period typically taking up to around 10 - 20 minutes

Notes:

1. Consider using the (**OCC to CMC**) handover briefing guide (page 102) as required to facilitate CMC handovers. The CD's general use *aide-memoire* (page 90) might also be of assistance
2. Regardless of the time at which the **first** CMC shift commenced, 'nominal' handover time for shift two (& subsequent shifts) should consider local 'body-clock' time (but only insofar as is practicable **and** desirable so to do) - and the shift change time planned accordingly
3. Where circumstances permit, **stagger the handover by a greater time period** than indicated above – with the aim of achieving a greater degree of 'shift change continuity'



	<b>Hours 3 - 4 / Crisis Controllers - Actions Required - continued</b>	<input checked="" type="checkbox"/> ?
10	<p style="text-align: center;"><b>IMPORTANT</b></p> <p style="text-align: center;"><b>CC5 / Victim status &amp; location info:</b></p> <p>Throughout the crisis, ensure (oversee) that such information - together with any similar info on victims' family, relatives &amp; friends (FR) - (i.e. as received by airline and / or CMC - i.e. as opposed to [in contrast with] coming into the ECC <b>directly</b>) is passed on immediately to the ECC (<i>Insert Contact Details here</i>)</p> <p>Ensure that all such info is recorded in the required ECC format if so required</p> <p>Note to <b>CC5</b> - the above is a repeat of the item 17 and 27 requirements of your <b>separate</b> (ECC specific) checklist - as already referred to earlier in <b>this</b> CC checklist (item 9 - page 106)</p>	
11	<p><b>CC1 &amp; CMC Admin / Duty of Care to all in CMC as appropriate i.e.....</b></p> <ul style="list-style-type: none"> <li>▪ CMC Catering &amp; Cleaning services</li> <li>▪ Rest breaks, as appropriate, for all CMC staff</li> <li>▪ Ensure appropriately trained personnel are available to <b>debrief / de-stress / defuse CMC &amp; other staff</b> anywhere at airline HQ - as required</li> <li>▪ Health (Physical &amp; Mental) and Safety considerations - as required</li> </ul>	
12	<p><b>CC1 / Effective &amp; Efficient CMC Operation</b> .....Maintain</p>	
	<b>END OF THIS PART OF CCs CHECKLIST</b>	



Hours 4 - 5 / Crisis Controllers - Actions Required		
1	All CCs / Repeat / re-review any items from CC's checklist - 'Hours 3 - 4' - as appropriate and relevant	
2	CC1 / Effective & Efficient CMC Operation .....Maintain	
END OF THIS PART OF CCs CHECKLIST		



	<b>Second + Subsequent Days' Major Tasks / CCs - Actions Required</b>	<input checked="" type="checkbox"/> ?
1	<b>Outstanding / on-going items from Previous Day(s)</b> ..... <b>All CCs</b> / Review & Address	
2	<p>Policy on amount (and release) of funds to meet the '<b>immediate economic needs</b>' of surviving accident victims and their FR, as appropriate:</p> <p>When <b>policy</b> decided by CD - disseminate and initiate / activate via all relevant parties - i.e. distribute as a minimum to:</p> <ul style="list-style-type: none"> <li>▪ <b>CC4</b> / to Leader GO Team (as appropriate)</li> <li>▪ <b>CC5</b> / to Humanitarian Manager / HAT Overall Team Co-ordinator</li> <li>▪ <b>CC2</b> / to Crisis Communications Controller</li> <li>▪ <b>CC4</b> / to All LACC(s) involved</li> <li>▪ <b>CC3</b> / to Appropriate CSUs</li> <li>▪ <b>CC5</b> / to Appropriate 3<sup>rd</sup> Party service providers (e.g. ECC &amp; Family Assistance)</li> <li>▪ <b>CC3</b> / to Appropriate statutory, regulatory and 'other interests' stakeholders</li> <li>▪ <b>CC5</b> / to Any 'Victims / Families Interests / Rights' type groups</li> <li>▪ <b>CC1</b> / to Any other Parties - as considered appropriate</li> </ul>	
3	<b>Victim identification &amp; Victim / FR reuniting progress</b> ..... <b>CCs 2 &amp; 5</b> / Review with CD	
4	<p><b>All other aspects of</b> * humanitarian, financial, travel and other assistance available / provided to surviving accident victims and / or their FR ..... <b>CCs 2 &amp; 5</b> / Review with CD</p> <p>* including all aspects of 'receptions centre' ops e.g. Humanitarian Assistance Centre(s); Family, Relatives &amp; Friends Reception Centre(s); Uninjured Victim Reception Centre(s); Re-uniting Centre(s) etc.</p>	
5	<b>ECC operation</b> ..... <b>CCs 2 &amp; 5</b> / Review with CD (decide when to possibly wind down)	
6	<b>GO Team and / or HAT operation(s)</b> ..... <b>CCs 2, 4 &amp; 5</b> / Review with CD	
7	<b>Crisis Support Units</b> ..... <b>CCs 2 &amp; 3</b> / Review operations with CD	
8	<b>Manpower Resource Allocation / Use</b> - especially deployed utilisation of GO Team and / or HAT (as appropriate) and / or CSUs + staff manning of CMC ..... <b>All CCs</b> / Review all with CD	
9	<b>'Air Accident Investigation'</b> ..... <b>CCs 2 &amp; 4</b> / Review progress with CD	
10	<b>'Aircraft Removal / Salvage etc.</b> ..... <b>CCs 2 &amp; 4</b> / Review progress with CD	
11	<b>Other Insurance, Legal and Finance issues</b> ..... <b>CCs 2 &amp; 3</b> / Review with CSUs	
12	<b>Cargo issues</b> (including DG, baggage & mail) ..... <b>CCs 2 &amp; 3</b> / Review with CD	





	<b>Second + Subsequent Days' Major Tasks / CCs - Actions Required - continued</b>	<input checked="" type="checkbox"/> ?
13	Identification (DVI), recovery and repatriation of " <b>mortal remains</b> " + <b>personal effects</b> recovery programme ..... <b>CCs 2 &amp; 5</b> / Review with CD & 3 <sup>rd</sup> Party Specialist	
14	<b>Memorial services etc. CC2 &amp; CD</b> / Plan for in conjunction with 3 <sup>rd</sup> Party Specialist <ul style="list-style-type: none"> <li>▪ 7<sup>th</sup> day's service</li> <li>▪ 1<sup>st</sup> month's service</li> <li>▪ Multi-denominational service(s)</li> <li>▪ Venue, timings, invitations to participants, etc.</li> <li>▪ 'Minute of Silence'</li> <li>▪ Airline Representation</li> <li>▪ Memorial erected / to be erected at or near accident site - etc.</li> <li>▪ Inscription for memorial</li> <li>▪ Logistics &amp; finance related to all of above</li> </ul> <p><i>Ensure wishes of victims / FR adequately accounted for in all of the above</i></p>	
15	Any <b>other</b> appropriate matters ..... <b>All CCs</b> / Review all with CD	
16	<b>Effective &amp; Efficient CMC Operation</b> ..... <b>CC1</b> / Maintain	
	<b>END OF THIS PART OF CC's CHECKLIST</b>	



Stand-down Arrangements / Crisis Controllers		
1	All CCs + CD + CEO / Plan & agree appropriate <b>exit strategy</b> . Advise all concerned parties	
2	All CCs + CD / Initiate <b>stand-down</b> process as per the agreed exit strategy	
3	All CCs + CD / Oversee establishment of a <b>smooth hand-over of responsibility</b> to those airline and other parties who will <b>continue to look after the longer term 'after events' associated with the crisis</b> , particularly humanitarian (family) assistance matters - e.g. Legal, Insurance, Finance, HAT, Contracted 3 <sup>rd</sup> Parties etc.	
4	All CCs + CD / Oversee arrangement, conduct & documentation of an <b>immediate</b> / near immediate 'hot' wash-up / debrief and consequent report	
5	All CCs + CD / After stand-down, ensure: <ul style="list-style-type: none"> <li>All CMC staff are 'defused' where so requested / apparent (with staff's agreement for latter)</li> <li>All such staff are provided with (and take) an appropriate number of days off work to de-stress and get back together with their families, especially those who have been deployed for an extended period</li> <li>Official show of appreciation by the company - letter, gathering, etc.</li> <li>Consider (with CEO &amp; top management) e.g. one off 'ex gratia' payments for 'services rendered' or some similar way of saying 'thank you'</li> </ul>	
6	Repeat 5. Above - ensuring that <b>all</b> other staff involved in the crisis response are included (e.g. via relevant Crisis Support Units). <b>Do not forget</b> those staff who 'stayed on in the office' etc. to 'maintain normal / disrupted / business continuity' operations during concurrent emergency / crisis response ops	
7	All CCs + CD + CEO / Continue to plan for <b>future</b> Memorial Services and similar arrangements in conjunction with contracted, specialist 3 <sup>rd</sup> party, where so required e.g. <ul style="list-style-type: none"> <li>On-going DVI, Repatriation and / or Personal Effects recovery operations</li> <li>7<sup>th</sup> day's service (if appropriate)</li> <li>1<sup>st</sup> month's service (if appropriate)</li> <li>Multi-denominational services</li> <li>Venue, timings, invitations to participants, etc.</li> <li>'Minute of Silence'</li> <li>Airline representation</li> <li>Memorial(s) erected at or near accident site / elsewhere - etc.</li> <li>Inscription for memorial</li> <li>Plan for first year's anniversary memorial service</li> <li>Plan for subsequent year's anniversary memorial services + formulate an outline plan for when to cease same (exit strategy) from an airline viewpoint</li> <li>Logistics etc. related to all of above e.g. travel, accommodation, funding etc.</li> </ul> <p><b>Ensure wishes of victims / FR adequately accounted for in all of the above</b></p>	
8	<b>All Involved:</b> In due course conduct a <b>formal</b> wash-up / debrief and compile lessons learned document - for submission to / consideration by Senior Management Team. Include hot wash-up meeting feedback points [see checklist item 4 above] in this formal meeting. Also oversee the associated (follow-on) corrective actions process	
END OF CC's CHECKLIST		



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### Expected Levels of Knowledge Required - Log Managers

Acquire and retain a **good** working knowledge of:

- |                        |  |
|------------------------|--|
| CRPM Part 1 / Volume 1 | - Policy & Overview                      |
| CRPM Part 1 / Volume 2 | - C4 (i.e. the document being read now)  |
| CRPM Part 1 / Volume 5 | - GO Team Operations                     |
| CRPM Part 1 / Volume 7 | - Crisis Support Unit Plans - a Template |

Acquire and retain an **overview** working knowledge of:

- |                        |   |
|------------------------|---|
| CRPM Part 1 / Volume 3 | - Humanitarian Assistance Operations (HAT Handbook) |
| CRPM Part 1 / Volume 4 | - Emergency Call / Contact Centre Operations        |
| CRPM Part 1 / Volume 6 | - Station / Destination Airport Emergency Planning  |
| CRPM Part 1 / Volume 8 | - Integrated Emergency Response Operations          |

The above documents are available via xxxxxxxx at (insert soft copy path here .....)

Hard copies are also retained at: yyyyyyy (insert location here .....)

#### **Good Working Knowledge**

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

#### **Overview Working Knowledge**

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



### CMC Log Manager (LM) Checklist - Red Alert

The Log Manager's primary CMC role is to assist the CD & deputy CD to gain and maintain situational awareness (Big Picture) of the crisis - by proactively collecting, collating, organising & documenting crisis information - in a timely, effective and efficient manner, in order to produce the CMC 'Big Picture Log'. (Latter initiated and initially maintained by OCC until CMC takes over crisis response C4)

Of course, the log is also the 'official' version of events and should be regarded and safeguarded in a similar way to that of any other legal document

**IMPORTANT:** the 'log-manager' manpower pool does not maintain an 'on-call' capability

	Log Manager - Red Alert Checklist - Actions Required	☑ ?
1.	An activated <b>Log Manager</b> (LM) shall <b>report to the CMC</b> without delay and <b>assume 'LM' role &amp; responsibilities</b> * see notes at end of <u>this</u> checklist <b>now</b> - and then return here)	
2.	On arrival CMC <b>obtain crisis briefing</b> (e.g. from any CC, the CD etc.)	
3.	Commence / take over writing / completing of CMC Main Log - (the ' <b>Big Picture</b> ' log)  Notes:  <ul style="list-style-type: none"> <li>Until CMC takes-over crisis C4 from OCC - make <b>very brief</b> CMC log entries significant to <b>CMC</b> activities, events, information <b>only</b> - covering the time from initial alerting &amp; activation - up to the point where CMC does, in fact 'take-over'  (Reminder - the ODM will have been maintaining the <b>main</b> crisis 'big picture' log up to this latter point in time)</li> <li>When CMC assumes crisis C4 - <b>take over</b> (from ODM) the responsibility for the <b>continuation</b> of '<b>Big Picture</b>' log-keeping</li> <li><b>Obtain</b> and <b>attach</b> or otherwise include all <b>previous log entries</b> (i.e. those referred to in the two bullet points just above) to / with the main '<b>big picture</b>' log <b>which the LM</b> (you) <b>is</b> (are) <b>now maintaining</b> (assuming that handover from OCC has now been made) (Note that the OCC log may have been made using a Dictaphone)</li> </ul>	
4.	Ensure that all <b>commands, instructions, directives etc.</b> - which henceforth originate in the CMC - are <b>logged, assigned and followed through / monitored for completion</b> - by appropriate / appointed person(s) (e.g. by yourself (LM), all CCs, the CMC Administrator etc.)	



	Log Manager - Red Alert Checklist - Actions Required - <i>continued</i>	☑ ?
5.	In addition to receiving written log entries from all sources (which form the basis of the 'Big Picture' crisis log & which typically [but not always] 'get to you' [the LM] via email) - ensure that all sources of same <b>understand</b> very clearly that ' <b>significant / important / vital / sensitive</b> ' information is <b>always</b> to be given <b>first</b> (i.e. face to face, by telephone etc.) to the appropriate CMC person <b><u>BEFORE</u></b> completing and sending the associated <b>written</b> entry etc. to you  <b><i>Regularly re-brief this requirement</i></b> to all concerned throughout the crisis response operation	
6.	If the ' <b>electronic</b> ' CMC <b>Main Log is unserviceable</b> / not available, <b>maintain the paper equivalent</b> (hard copy log sheet templates will be found in Log Manager's documents box - located at LM CMC workstation)	
7.	Prepare and distribute Big Picture log <b>summaries</b> to an agreed schedule - and to the appropriate pre-planned Email distribution lists / Email addresses (xxx TBA)	
8.	If not already done? - <b>arrange LM for next and subsequent 12 hour shifts</b>	
END OF CHECKLIST		

Note 1 - Following an airline **RED Alert** activation LMs are activated by the 'on-call' CMC Crisis Controller (CC) as follows:

- a. **All** available LMs receiving the airline's **Red Alert** message (by whatever means) shall \* text (1<sup>st</sup> choice) or telephone (2<sup>nd</sup> choice) the on-call CC advising same (i.e. **that they are available**)  
  
\* The airline's duty personnel roster is routinely sent via email to **all CMC LMs**. Near the top of the list will be found the **name** and **contact details** of the **24H duty / on-call Crisis Controller**
- b. On receipt of the latter messages from available LMs, the on-call CC decides who is to be appointed LM for the **first two** (12 hour back to back) CMC LM shifts - and notifies these 2 LMs accordingly ASAP (typically via direct telephone call - backed up by a text message and email)
- c. The selected LMs then manage their 'normal' work commitments and time off accordingly - so as to be able to meet their LM commitments as described above (associated Line Managers will already be aware that this might happen and will have **pre-agreed** to this contingency procedure)
- d. The LM operating the first 12 hour shift as described above is responsible for **producing and notifying** (to all concerned) **a CMC LM roster for at least the next 7 days**

Note 2 - LM is responsible for printing and retaining updated hard copies (on the appropriate clipboard located on the CMC room front wall) of any electronic logs kept by the CMC, **at no more than hourly intervals**

Note 3 - LM is responsible for updating any CMC whiteboards & similar wall displays in use - as appropriate to circumstances 'on the day'. This task may be **delegated** (under supervision) **to the CMC Administrator** and / or any other appropriate person

Note 4 - If the 'on-call' CC does not receive any / enough 'LM self-nominations' as per item 1 above - he / she will make the appropriate nominations, contact the appropriate persons and roster them accordingly



Attachment 1 to CRPM Part 1 - Volume 2 - CMC LM Red Alert Checklist

An example of one, simple method of **Electronic Log-keeping** - using Microsoft Office WORD & EXCEL (or equivalent systems)

**FIRST STEP** - Create a **soft copy** general purpose log 'template' in **WORD** - as per following example:

Example Log Sheet / for 'electronic (soft copy) Use

ABCX Airways CMC staff, CSUs + other, **pre-nominated** airline etc. responders are required to maintain an associated log of events specific to the particular role / responsibility etc. in question

For **each** such log entry made an email is created and sent to the CMC Log Manager with that particular log entry attached to that particular email. To make another log entry, the same process is followed. The **record** of all such log entries will be stored (saved) in the associated email's 'sent' box

After sending **each** such log entry, simply close the log template (you had used to make that particular log entry [see example further below]) **WITHOUT** saving. If you do not follow this procedure (i.e. if you **do** save) **you will no longer have a blank log template** on which to make further log entries! The below diagram is a 'visualization' of the top line (only) of the 'master' template for the electronic log

Month / Year used for *this* log sheet ----- (insert details)

Date	Time	Priority H/M/L	Event / Information etc.	Originator's Role/Initials

- H/M/L = High, Medium or Low Priority (as related to the specific log entry being made)
- Default time (**local** time at airline HQ location recommended) **must** be in the 24 hour clock format, **exactly** as shown here i.e. '**hours: minutes**' e.g. 08:45

If any other time reference is required (**but must still be in the latter format**) for log entry (e.g. GMT / UTC), the time zone used and its 'time difference (offset)' from **local** time, must be inserted **in front of the opening sentence** of the log entry concerned e.g. '.....GMT (UK local time minus 1 hour).....'

Note again that the above log is typically for the **individual** use of **each** allocated position in the CMC and for **each** Crisis Support Unit (CSU) position (and any other required and authorised users worldwide) **within and / or outside of the CMC** (depending on the airline command & control system [model] in use) etc. Access to a PC / laptop (loaded with an appropriate version of 'office' or equivalent) is obviously required

As this is an 'electronic' log you only need to include just the **one** blank line when **preparing** it (as per the template diagram above). If a real log entry itself exceeds one line it will simply word wrap to the next line and the box will automatically expand





## SECOND STEP

*Send all completed log entries (as they are made) to CMC Log Manager via email (as per below)*

An example of a completed log entry is shown just below. When it is eventually received by the CMC's Log Manager, he / she will, in turn, transfer (copy & paste) all such log entries into the CMC's 'Big Picture' (main) log (produced as an EXCEL document - see page 134)

Month / Year used for this log sheet: October 2021

Date	Time	Priority H/M/L	Event / Information etc.	Originator's Role/***Initials
10	08:45	H	Information from (ABCX Airways) Station Manager at LGW indicates that some flight-crew members may have survived the accident and been taken to local hospitals. However, there are also crew fatalities reported. No further information available at this time	FOPs CSU / 

 \*\*\* Where use of initials might be confusing (e.g. more than 1 person with same initials) - use name instead

Note - this particular method assumes that each CMC and CSU etc. position *has its own, specific (dedicated) mailbox* e.g. there is a 'Crisis Director' mailbox; a '**Log Manager**' mailbox; a 'Flight Operations CSU' mailbox; a 'CMC Administrator' mailbox; an 'HR CSU' mailbox etc.

The same assumption (electronic log keeping) is made for a deployed GO Team and similar - provided access to an appropriate ICT system (with appropriate software) is available

However, this system can just as easily work with any work / personal mailbox if required - but the potential disadvantage here is the very real risk of confusion caused by mixing up 'emergency related' emails with 'normal business' emails etc. Maintenance of information security is also a consideration





### THIRD STEP

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**CMC Log Manager** 'manages' **incoming log entry emails** (*more correctly - log entries sent via email as attachments*) by acting as a human filter / editor e.g. clarifying the meaning of text with the person that originally sent it if necessary; reassigning (*correcting*) log entry priority markings if required; correcting spelling, typing and grammar errors etc. This is all done using the 'WORD' version of the log entry i.e. not done using EXCEL (see below)

### FOURTH STEP

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Once **filtering and editing of a received** (Log Manager in-box) **log entry is complete** (as required) - the LM 'copies and pastes' the entry (from the WORD version) into a pre-prepared 'EXCEL' '**BIG PICTURE LOG**' worksheet (see example on next page) and 'saves' it. The whole process is repeated for **each and every** incoming email log entry

The pre-prepared EXCEL sheet should be set up to filter log entries e.g. by **date** (e.g. earliest date at top or bottom), by **time** (e.g. earliest time at top or bottom) and by **priority** (e.g. *show all high, medium and low priority entries*; e.g. *show only high priority entries*; e.g. *show high and medium log priority entries only etc.*) This process can be managed using EXCEL's editing tools i.e. '**Sort & Filter**' (or similar / equivalent - depending on EXCEL version in use)

Reminder - not only is there now a copy of the original log entry in the EXCEL 'Big Picture' log, it is also retained in the **LM's email inbox** and the **original sender's email sent box**. None of these emails should be deleted of course - as they are now part of a legal record of proceedings, concerning the airline's handling of the accident response



### Emergency Response - CMC 'Big Picture' Log

For month of *October 2021*

Date	Time (UK Local)	Priority (H/M/L)	Event / Information / Actions	By / Initials
01	08:45	H	Information from (ABCX Airways) Station Manager at LGW indicates that some flight-crew members may have survived the accident and been taken to local hospitals. However, there are also crew fatalities reported. No further information available	CC4/ xx
01	08:47	M	Request for additional manpower for deployed HAT	HAT MGR / xx
01	08:49	H	Plans progressing for first press conference at accident location	CCC MGR / xx
01	08:53	L	20 second power failure in Crisis Management Centre - all OK now & no info lost	LM / xx

For information - CC4 = 'Crisis Controller 4'; HAT = 'Humanitarian Assistance Team'; CCC = 'Crisis Communications Centre'



## FIFTH STEP

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### View the Big Picture Log

As the LM **saves** each log entry that he / she makes in the Big Picture log - it can be viewed by others who have been given appropriate access rights (generally 'read only'). If set up appropriately, world-wide access to the log may be possible (by each person so authorised)

Access rights to view the log should be carefully considered and managed as the log will invariably contain some very sensitive information.

Bear in mind that the Big Picture log is one of the main 'tools' used by the Crisis Director and supporting CMC team in the effective and efficient management of the crisis

The log is also a vital information / communication tool within the airline in general

Lastly, it will effectively become the main record of 'what happened' at any eventual legal, enquiry etc. proceedings

**Only** Log Managers + a very small number of other key staff (e.g. Ops Control Centre Duty Manager; Emergency Planning Manager etc.) should have '**read / write**' privileges for this log - all other persons (with permitted access) being able to 'read' only

Note - a limitation with the above 'log' system is that, in order to read the latest log entries saved by the Log Manager - other authorised viewers of the 'big picture log' must refresh the page **on their own display** - on an on-going basis. This is a relatively minor inconvenience compared to the substantial investment required to procure an 'off the shelf' commercial (third party provided) equivalent (log management software system)

Note: Professionally developed Crisis Management software systems are available for commercial procurement or can be designed and developed 'in-house' - (if the airline has the operational and ICT expertise, resources and budget for the latter option)

Most such commercial systems **include** a self-contained (integral) log keeping function which is often (**but not always**) typically more comprehensive, flexible and easier to operate than the OFFICE / EXCEL system described further above

However, some such commercial systems have had (in the past) **significant operational limitations** (including 'logging' functions) which are not present in the simple (and free) 'WORD / EXCEL' system described herein

As ICT etc. (in general) is rapidly advancing its capabilities, such limitations are rapidly being overcome

So, check the 'specs' of such external systems carefully if considering acquisition of same - and also ask for a 'no quibble' and 'long enough' testing period (purchase cancelled at no cost if customer is not 100% happy) if you do decide to go 'down this road'



*Deliberately Blank*



## CMC Administrator - Checklist

✓	On receiving <b>RED</b> Alert notification <b>all</b> available CMC Administrators shall text the * 24H on-call CMC Crisis Controller
	* The airline's duty personnel roster is routinely sent via email to <b>all</b> CMC Administrators. Near the top of the list will be found the name and contact details of the <b>24H duty / on-call</b> Crisis Controller
✓	Report for first and second shift CMC duties as assigned by on-call Crisis Controller i.e.: <ul style="list-style-type: none"> <li>Assigned CMC Administrator (shift <b>1</b> / 12 hours) report to CMC <b>as quickly as possible</b></li> <li>Assigned CMC Administrator (shift <b>2</b>) to take rest - ready for <b>second</b> 12 hour shift</li> </ul>
✓	Report arrival at CMC to Crisis Controller 1 (Chief of Staff)
✓	Log-in to PC at your CMC workstation
✓	Request all work and / or personal mobile / cell / smart phones (Crisis Director, Crisis Controllers, Log Manager etc.) be given to you so that you can act as a filter for incoming calls (Operate these devices in vibrate [silent] mode where possible). (Reminder: This checklist item is based on activated CMC staff using CMC dedicated comms etc. hardware and software [i.e. instead of their dedicated 'normal work business' and 'personal' type communication devices]. This might not be the actual situation in place 'on the day'. For the latter, manage the situation accordingly)
✓	Control & operate electronic & telephonic equipment as required / directed
✓	Set up video / conference call equipment / systems (e.g. Teams / Zoom / Skype etc.) as directed
✓	Under oversight of Log Manager - record (write) provided / required info on CMC wall whiteboards in accordance with attached template (starts next page) - and also as directed / requested / required by actual circumstances 'on the day'
✓	Ensure a full stock of CMC stationery (especially 'fresh' whiteboard markers) and consumables (e.g. paper; printer ink; batteries [all appropriate types] etc.) is / are always in stock. (Contact details for resupply agencies etc. will be found [hard and soft copy] at your workstation)
✓	Take & distribute minutes of <b>formal</b> CMC meetings. Follow-up accordingly re any action points raised
✓	Provide other general administration support as per 'actual circumstances on the day'
✓	Oversee catering, cleaning and similar requirements of / for the CMC - throughout the crisis
✓	When crisis terminates provide appropriate feedback from own viewpoint e.g. what went right / wrong for you; what could be done better next time etc.



Attachment 1 to CRPM Part 1 - Volume 2 - CMC Administrator - Red Alert Checklist

**TEMPLATE for MARKUP of CMC WHITEBOARDS - RED ALERT** (for use by *CMC Administrator*)

FLIGHT No

FROM:

TO:

STD / STA (include date)

ATD / ATA (include date)

AIRCRAFT TYPE & REGISTRATION

ACCIDENT TIME & LOCATION

TIME NOTIFIED to AIRLINE and by whom (name & contacts)

**STD / A** - Scheduled Time of Departure / Arrival

**ATD / A** - Actual Time of Departure / Arrival

**Important Note** - for all date / times entered above, clearly denote date / time reference used e.g. local time; GMT / UTC etc. Where local dates / times are used, clearly denote time differences (plus or minus [ahead or behind] in hours and minutes) from GMT / UTC

NUMBER of **UNVERIFIED** CREW

NUMBER of **VERIFIED** CREW

NUMBER of **UNVERIFIED** PAX

NUMBER of **VERIFIED** PAX

NUMBER of **UNVERIFIED** GND VICTIMS

NUMBER of **VERIFIED** GND VICTIMS

**WES** ACTIVATION DETAILS

+ 44 (0)1xxx xxxxxxxx UK 24H

**OTHER 3rd PARTY** ACTIVATION DETAILS

+ 44 (0) 800 00x xxxx UK 24H

Include details of all services activated, when and by whom

**CSUs** - Activation Details i.e. Operating location, name(s) & full contact details

Airline Planning; Airports; Cargo; Crisis Comms; Cabin Crew; Commercial (all aspects); Customer Services (all aspects); Engineering (Aircraft); Facilities; Finance; Flight Ops; HR; In-flight Catering; Insurance; ICT; Legal; Leisure / Staff Travel; Operations Control; Procurement; Regulatory; Flight Safety; Security (AVSEC); Security (General); Ground Transport .....etc.



<b>GO FLIGHT No</b>	<b>FROM:</b>	<b>TO (Via):</b>
STD / STA (include date)		ATD /ATA (include date)
AIRCRAFT TYPE & REGISTRATION		
CAPTAIN's DETAILS + CONTACTS		LGT's DETAILS + CONTACTS
HM's DETAILS + CONTACTS		IM's DETAILS + CONTACTS
3 <sup>rd</sup> PARTY DETAILS + CONTACTS		OS&AM's DETAILS + CONTACTS

HM = Humanitarian Manager; IM = Investigation Manager; LGT = Leader GO Team; OS&AM = Ops Support & Admin Manager

NAMES & NUMBER of <b>CREW</b> <b>KILLED (UNVERIFIED)</b>	NAMES & NUMBER of <b>CREW</b> <b>KILLED (VERIFIED)</b>
NAMES & NUMBER of <b>CREW</b> <b>INJURED (UNVERIFIED)</b>	NAMES & NUMBER of <b>CREW</b> <b>INJURED (VERIFIED)</b>
NAMES & NUMBER of <b>CREW</b> <b>UNINJURED (UNVERIFIED)</b>	NAMES & NUMBER of <b>CREW</b> <b>UNINJURED (VERIFIED)</b>
NAMES & NUMBER of <b>CREW</b> <b>MISSING (UNVERIFIED)</b>	NAMES & NUMBER of <b>CREW</b> <b>MISSING (VERIFIED)</b>

NAMES & NUMBER of <b>PAX</b> <b>KILLED (UNVERIFIED)</b>	NAMES & NUMBER of <b>PAX</b> <b>KILLED (VERIFIED)</b>
NAMES & NUMBER of <b>PAX</b> <b>INJURED (UNVERIFIED)</b>	NAMES & NUMBER of <b>PAX</b> <b>INJURED (VERIFIED)</b>
NAMES & NUMBER of <b>PAX</b> <b>UNINJURED (UNVERIFIED)</b>	NAMES & NUMBER of <b>PAX</b> <b>UNINJURED (VERIFIED)</b>
NAMES & NUMBER of <b>PAX</b> <b>MISSING (UNVERIFIED)</b>	NAMES & NUMBER of <b>PAX</b> <b>MISSING (VERIFIED)</b>



NAMES & NUMBER of **GV KILLED**  
(UNVERIFIED)

NAMES & NUMBER of **GV**  
INJURED (UNVERIFIED)

NAMES & NUMBER of **GV**  
UNINJURED (UNVERIFIED)

NAMES & NUMBER of **GV**  
MISSING (UNVERIFIED)

NAMES & NUMBER of **GV KILLED**  
(VERIFIED)

NAMES & NUMBER of **GV**  
INJURED (VERIFIED)

NAMES & NUMBER of **GV**  
UNINJURED (VERIFIED)

NAMES & NUMBER of **GV**  
MISSING (VERIFIED)

GV = Ground Victims

WES **EOC** Contacts

Provide location / address here

WES Emergency Operations Centre	
Phones	+ xx (0)xxxx xxxxxx
FAX	+ xx (0)xxxx xxxxxx
Email	eoc@wesemserv.com
Social Media	

WES **WECC** Contacts

Provide location / address here

Provide full contact details here

\* Departure Station & Airport Contacts (including contacts for any local ABCX representative)

\* Destination Station & Airport Contacts (including contacts for any local ABCX representative)

\* Intermediate Station & Airport Contacts (including contacts for any local ABCX representative)

\* Other (involved) Station & Airport Contacts (including contacts for any local ABCX representative)

\* As related to accident flight's planned and / or actual route(s) flown





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Local **CRCs** Used - Locations/Contacts/Facilities

Local **SRCs** Used - Locations/Contacts/Facilities

Local **FRRCs** Used - Locations/Contacts/Facilities

Local **RA (A)** Used - Locations/Contacts/Facilities

Local **Hospitals** Used - Locations/Contacts/Facilities

Local **Mortuaries** Used - Locations/Contacts/Facilities

**HAC** Location / Contacts / Facilities

Other Hotels Used - Role/Locations/Contacts/Facilities

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ABCX Airways - GO Team - **DOCC** Location / Contacts

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Details & Contacts - Local Air Accident Investigation Authority

Details & Contacts - UK Air Accident Investigation Authority

UK's Air Accident Investigation Branch - Farnborough - initial contact +44 (0) **1252 512299**

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Details & Contacts - UK Police Casualty Bureau (if operating)

Details & Contacts - UK Foreign & Commonwealth Office (if operating)

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### **Note 1 to CMC Administrators:**

The above serves as a best guess indication of just *some* of the emergency / crisis response details which you *may* be required to record / write on the CMC whiteboards

In reality, some details may be able to be omitted and no doubt, more (not included above) will need to be added - depending on actual 'circumstances on the day'

Whilst you are expected to use some initiative in what details to include (as per your training and exercising for this role) - you are also expected to liaise, co-ordinate with and take instruction / advice (as required) from CMC Crisis Controllers, Log Manager and any other authorised / appropriate person(s) - as appropriate

### **Note 2 to CMC Administrators:**

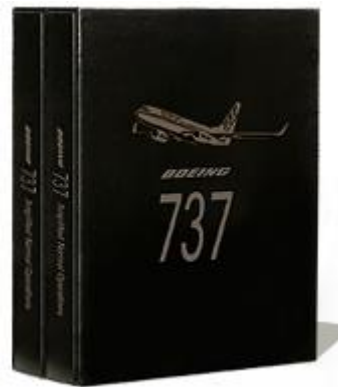
It may be that there are insufficient whiteboards (or perhaps even none at all) in the CMC to accomplish what has been described on pages 138 to 141 above. If so, your CPM will probably already be aware of this limitation and will have formulated some form of alternate system for you to use (being, at its simplest, use of paper and pen [and yes, it can still work just fine, as it always has done in the past!])

If your CPM is not so aware - then please do advise him / her accordingly - i.e. pre any potential crisis occurrence



Appendix A to CRPM Part 1 (ERP) / Volume 2

**Collection & Safeguarding of appropriate Documentation** - post Air Accident



Relevance:

**Airline Crisis Response - Statutory / Regulatory / Insurance (etc.) Requirements**

Note - The following lists are ***not exhaustive*** and are to be treated as '***typical examples only***' (i.e. they are ***generic*** and not applicable to any specific airline)



## AIRCRAFT ENGINEERING

### Typical (Crisis Aircraft) Related Records & Documents for Collection & Safeguarding

- Copy Air Operator's Certificate (AOC) or equivalent
- Certificate of Registration
- Certificate of Airworthiness (C of A)
- Airworthiness Review Certificate - ARC (EASA Form 15a / 15b if European Carrier).....OR
- Certificate of Maintenance Review (where appropriate e.g. for 'expiring' type Cs of A)
- Certificate of Insurance
- Aircraft Radio Licence
- Aircraft Noise Certificate
- Weight & Balance Manual
- Aircraft type, model, serial number and registration
- Date of manufacture of airframe
- Length of aircraft service with the accident airline; + with any previous operator(s); + initial entry into service date ex-manufacturer
- Total aircraft flight hours; total landing & take-off cycles; total flight pressure cycles
- Time since last phase check / overhaul (e.g. A and C Checks or equivalents)
- Type, model, serial number and hours for each engine
- Engine installation and overhaul records (including current mod states)
- Records of component installation (last 30 days), maintenance/ overhaul and current mod states. (Include flight / navigation instruments)
- Modification Log Book
- Seating Configuration
- Tech Log (if available)
- Tech Log Sector Record Pages - last 10 sectors
- Acceptable Deferred Defects records - last 10 sectors (if not part of Tech Log Sector Records)
- ENG Check Sheet(s) - last 10 sectors
- Fuel Uplift sheets - last 10 sectors
- Hard Copy Log Books (Engines / Airframes etc.)
- List of radio & navigation equipment on board
- Copy of loaded FMS data base (as applicable)
- Details of Owner / Lessor etc. - of Aircraft & Engines
- Anything else not already covered above

### Other Records and / or Documentation

Any other documents as required by the airline's Insurance and Legal Crisis Support Units; the Air Accident Investigation Authority conducting the investigation; other Statutory / Regulatory / Legal authorities etc. (Arrange for delivery of above to ENG Crisis Support Unit (CSU) - to forward (in turn) to airline's Crisis Management Centre (CMC) in due course (by hand if necessary) together with 5 full sets of copies (where possible and practicable for latter))



## Flight Operations - Typical Crisis Related Records & Documents / Collection & Safeguarding

### Flight Deck Crew - Personal & Professional Records

Co-ordinate with airline's Crewing, Crew Records and HR Crisis Support Unit for extracts from crew information (i.e. flight crew of accident flight) as follows:

#### Personal

- Name, staff number and title / position (e.g. Captain; First Officer etc. for latter)
- Nationality and Place of Birth
- Date of Birth
- Next of Kin / other close family details
- Home Base address + Overseas address (as applicable)
- Contact Information
- Passport - Number + Date and place of issue

#### Professional

- Licence number & type + place & date of issue
- Total Flying Hours
- Flying Hours last 28 days
- Flying Hours last 12 months
- Total Flying Hours on Aircraft Accident Type
- Full details of duty pattern and rest record past 6 months
- Check and training record past 12 months
- Relevant Aircraft Type(s) & Route / other appropriate qualification(s)
- Date of last Medical, Results & Validity (+ medical history if relevant)
- Period of service with the airline
- Details of previous flying roles / experience
- Disciplinary record
- Flying Log Books should be made available

### 'On the Day' Operational Documentation - as associated with Accident Flight

Arrange for collection and safeguarding of following documents concerning the accident flight (originals if possible), to be forwarded, in due course, to airline Crisis Management Centre via Flight Operations Crisis Support Unit. In addition to any originals, ensure that 5 full sets of copies are also made (where possible and practicable for latter):

- Passenger Manifest
- General Declaration (Crew List)
- Load sheets complete with any Last Minute Changes, offload records etc.
- All Dangerous Goods documentation
- Cargo Manifest (including Cargo Consignment notes [Airway Bills]; Receipts for Diplomatic Mail etc.)



- Computer (Operational) Flight Plan
- ATC flight plan
- Meteorological brief
- NOTAM brief
- Journey Log and similar
- All other appropriate documentation - as required by actual circumstances 'on the day'

Note - **Airline Engineering** Crisis Support Unit will be performing a similar function for all related engineering documentation e.g. fuel uplift sheets; de-icing records etc.

### **Flight Operations Manuals & Similar Publications**

A **complete** set of the (up to date as at accident date) Flight Operations Manuals (+ any appropriate, associated documentation) for the accident aircraft type of concern is to be collected and safeguarded. These manuals / documents are **not** to be amended thereafter

### **Other Records and / or Documentation**

Any other documents as required by Insurance and Legal Crisis Support Units, Air Accident Investigation Authority - etc.



## **Cabin Crew - Typical Crisis Related Records & Documents / Collection & Safeguarding**

### **Cabin Crew - Personal & Professional Records**

Co-ordinate with Crewing, Crew Records and HR Crisis Support Units (CSU) (as appropriate and in accordance with their appropriate CSU Emergency Response Plan procedures) for extracts from accident crew information, as follows:

#### Personal

- Name and staff No
- Nationality and Place of Birth
- Date of Birth
- Next of Kin / other close family details
- Home Base address + Overseas address (as applicable)
- Contact Information
- Passport - Number + Date + Place of issue

#### Professional

- Total years of service as cabin crew
- Period of cabin crew service with the accident airline
- Period of cabin crew service on Aircraft Accident Type
- Full details of duty pattern record last 28 days
- Check & Training record last 12 months
- Promotion and qualification record
- Disciplinary record

Arrange for delivery of above to Cabin Crew CSU and forward to airline's Crisis Management Centre (CMC) in due course (by hand if necessary) together with 5 full sets of copies

### **'On the Day' Operational Documentation - as associated with Accident Flight**

Arrange for collection and safeguarding of following documents concerning the accident flight (originals if possible), to be forwarded, in due course, to CMC via Cabin Crew CSU. In addition to any originals, also ensure that 5 full sets of copies are also made

- All 'on the day' operational type documents concerned solely with cabin crew aspects of the aircraft operation



### **Cabin Crew Manuals & Similar Publications**

A **complete** set of (up to date as at accident date) Manuals for the accident aircraft type of concern is to be collected and safeguarded. These manuals are to **not** be amended thereafter

### **Other Records and / or Documentation**

Any other documents as required by Insurance and Legal CSUs, Air Accident Investigation Authority - etc.





## Airline Insurance Dept. - Crisis Related Records & Documents / Collection & Safeguarding

### INITIAL INFORMATION

As a rough guide, the information immediately required for initial notifications to 'Brokers / Loss Adjustors / Solicitors (Lawyers)' etc. - is typically expected to be something like:

#### Aircraft

- Type & Model
- Serial Number
- Registration Number or Letters
- Time since new

#### Flight Details

- Place of last landing - plus scheduled and actual date / time of landing
- Intended next destination - plus scheduled and actual date / time of landing (as applicable)
- Intended final destination - plus scheduled date / time of landing
- Last date / time & position from which an aircraft report (routine or otherwise) was received

#### Accident Information

- Accident flight's scheduled and actual departure & arrival dates / times (local and GMT date / times required) - as appropriate
- Date and local time + GMT date / time of accident
- Location of accident (Latitude & Longitude + Geographical Description)
- Brief details and cause of accident - if known
- Approximate extent of damage to aircraft
- Details of deaths and / or injuries to Passengers and Crew - and majority of the nationalities believed to have been on board
- Details of action taken (planned) by 'local authorities' to move / safeguard accident aircraft
- Brief details of damage caused to Third Party property - if any

### DETAILED INFORMATION / DOCUMENTATION

#### Aircraft

- Details of ownership of aircraft and engines - including any purchase, leasing, charter and lien agreements
- Certificate of Registration
- Certificate of Airworthiness
- Airworthiness Review Certificate OR Certificate of Maintenance Review (as appropriate)
- Certificate of Insurance
- Aircraft Radio Licence



- Aircraft Noise Certificate
- Time since last major overhaul / inspection
- Copy of last phase check
- Tech Log (if available)
- Tech Log Sector Record Pages - last 10 sectors
- Acceptable Deferred Defects records - last 10 sectors (if not part of Tech Log Sector Records)
- Complete set of appropriate Aircraft Manuals (issue status as at date of accident)
- Airframe hours
- Approved time between engine overhaul
- Airframe / Engine logbooks
- List of radio and navigation equipment carried on board accident aircraft

### Engine Type(s) / Model(s)

#### Engine Serial Numbers

No 1

No 2

No 3

No 4

#### Engine Time (from new)

No 1

No 2

No 3

No 4

#### Engine Time (since last overhaul)

No 1

No 2

No 3

No 4



### Accident Information

- Available photographs of wreckage / damage to the aircraft
- Full details of occurrence and probable cause
- Transcript from CVR (Cockpit Voice Recorder)
- Readout and Analysis from QAR (Quick Access Recorder)
- Readout and Analysis from FDR (Flight Data Recorder)
- Transcript of relevant Air Traffic Control & Accident Flight's RT communications
- Action plan for recovery / salvage / repairs of / to aircraft
- Estimated bill of repairs to aircraft
- Full details of damage to Third Party property
- Copies of accident/investigation reports issued by local authorities
- Any other relevant information / documentation available or as may be required

### Crew

- Crew manifest (General Declaration)
- Flight Crew licences
- Relevant Route Training details (for pilots / flight-deck crew)
- Operational, ATC and other Flight Plans provided to crew
- Meteorological briefings and reports provided to crew
- NOTAMs & similar provided to crew
- All other crew briefing documents - as appropriate
- Journey Log
- Copy of relevant flight operations and cabin crew manuals (issue status as at date of accident)

### Flight Crew - More Specific Details Required:

- Name
- Date of Birth & Age
- Licence Number and Type plus Date of First Issue
- Total Flying Hours
- Total Hours on Type
- Date of Last Proficiency Check
- Date of Last Route Check
- Date of Last Medical and its Validity
- Total Flying Time last 30 days - with Types Flown
- Length of Rest Periods Last Seven Days
- Any Operational / Route Problems reported by Crew?

### Cabin Crew - More Specific Details Required:

- Full list of Cabin Crew



## Airline Management Details Required:

As requested by Insurers etc.

### Passengers

- Passenger seating plan
- Passenger manifest - with details of nationality, sex, age (as available)
- Copy of flight coupons, e-tickets etc. issued to passengers
- Charter or Inclusive Tour Contract - as applicable to type of operation
- General conditions of carriage of passengers + cargo, tariffs - etc.
- Estimate of fatal / non-fatal injuries (to include any ground victims)

\* Also provide passenger information re:

- Fatalities (including documents & details of identification; death certificates and post mortem examination reports)
- Nature of non-fatal injuries
- Contact details for next of kin / closest relative
- Hospital and / or funeral arrangements
- Copies of correspondence with passengers, next of kin or legal representatives
- Details of Social Security workmen's claims

\* The above also applies to crew

### Baggage, Cargo and Mail + anything else carried in aircraft's hold

- Load and balance sheets & associated documentation
- Cargo manifest & associated documentation i.e. dangerous goods, airway bills, NOTOC etc.
- Mail documentation
- Baggage manifest
- Livestock and other animal type documentation
- Details of damage / injury to checked baggage / cargo / mail / animals / livestock etc.
- Details of any human remains being transported

### General

Any components suspected of being instrumental in the cause of an accident should be carefully preserved in co-ordination with accident investigators - and must not be released to any third party (including the manufacturer) before consultation with Company insurers

Regarding third party personal injury and property and property damage claims - all correspondence shall be referred to the Company insurers



### Airline Logs - Crisis Related Records & Documents / Collection & Safeguarding

All logs (records of events by time) which had been maintained during an air accident crisis response are to be collected (post crisis) and safeguarded

The term 'log' includes loose documents, diagrams, maps, informal documents, jottings etc.

The term 'log' includes hard, soft copy and voice recorded material

Every airline department / business unit involved in such crisis response should have been maintaining their own specific logs - which are to be collected and safeguarded as above

All airline crisis response centres (including the Crisis Management Centre; Crisis Communications Centre; Emergency Call Centre, Accident Station(s) etc.) should have been maintaining their own specific logs - which are to be collected and safeguarded as above. This includes individual position / workstation logs within such centres

The airline's GO Team elements should have been maintaining their own specific logs - which are to be collected and safeguarded as above



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Appendix B to CRPM Part 1 (ERP) / Volume 2

Extract from ICAO Annex 9 / Chapter 8 - FACILITATION (16<sup>th</sup> edition - July 2022)

I. Assistance to Aircraft Accident Victims and their Families

8.42 **Standard**. The State of Occurrence of an **aircraft** accident (+ adjacent States as required) **shall** facilitate temporary entry into its / their territory/ies, of **family members** of **victims** of said accident

8.43 **Standard**. The State of Occurrence (+ adjacent States as required) **shall** facilitate temporary entry into its / their territories, of **authorized reps** of the accident aircraft's **operator** - and / or of any associated codeshare / alliance partner etc. - so as to enable it / them to provide assistance to **a)** accident survivors and their family members; **b)** family members of deceased victims and **c)** the relevant authorities in said States

(Note: Codeshare and Alliance etc. type agreements etc. might typically require 'partner(s)' to act as "first responder(s)" on behalf of the accident aircraft's operator, if the former can reach the accident location in a significantly quicker timescale than the latter)

8.44 **Recommended Practice**. In arranging for the entry of persons referred to in 8.42 above, the State of Occurrence and adjacent States **should not** require any travel document other than a passport - or an emergency travel document issued specifically to such persons - so as to enable them to travel to said States. However, where the State of Occurrence or an adjacent State **does** still require entrance visas etc. for persons referred to in 8.42 **and** 8.43 above, it should facilitate and expedite issuance of same

8.45 **Standard**. ICAO Contracting States **shall** make arrangements to issue emergency travel documents, as required, to any of their nationals who have survived said accident

8.46 **Standard**. ICAO Contracting States **shall** extend all necessary assistance (e.g. clearing customs, arranging transport, ensuring associated dignity etc.) in the repatriation of human remains to countries of origin etc. - if so requested by family members of the deceased and / or the accident aircraft's operator

8.47 **Standard**. ICAO Contracting States **shall** establish legislation, regulation and / or policies in support of assistance to **aircraft accident victims and their families**

(Note - Attention is drawn to ICAO Doc 9998, '**Policy** on Assistance to Aircraft Accident Victims and their Families' and ICAO Doc 9973, '**Manual** on Assistance to Aircraft Accident Victims and their Families' [Comment: note that at time of writing this extract, both aforesaid documents are now 10 years old!])

8.48 **Recommended Practice**. ICAO Contracting States **should** ensure that their associated **aircraft and airport operators, as appropriate / relevant, develop appropriate plans to provide timely and effective assistance to aircraft accident victims and their families**

(Note: such **Airport** operators' plans may form part of the associated **Aerodrome** Emergency Plan (AEP), as per / required by ICAO 'Annex 14 - **Aerodromes**')



*Note 1 - other parts of ICAO Annex 9, Chapter 8 (paragraphs 8.3 to 8.7 - **not** re-produced here) require a similar type of facilitation (assistance) to be provided to **Air Accident Investigation Teams** (including airline teams) + **their equipment** - when deploying in support of an aircraft accident*

*Note 2 - other parts of ICAO Annex 9, Chapter 8 (paragraphs 8.8 and 8.9 - **not** re-produced here) require a similar type of facilitation (assistance) to be provided to **relief flights** responding to the various 'needs' associated with **natural and / or man-made disasters** which **seriously endanger human health and / or the environment** etc.*





<https://www.nts.gov/tda/TDADocuments/Federal-Family-Plan-Aviation-Disasters-rev-12-2008.pdf>

**ABCX Airways - 'Filed Plan'** - as required to comply with USA Foreign Air Carrier - Family Support Act 1997 - as subsequently amended (e.g. by 'AIR 21' and 'VISION 100')



**ABCX Airways** (the 'airline') submits the following plan to the US Secretary of Transportation & the Chairman of the National Transportation Safety Board (NTSB) - as per the above legislation

1. Telephone Number

The airline has contracted with specialist third party (WYZ Emergency Services [WES]) to prepare and operate a plan to take telephone calls from family, relatives and friends (FR) associated with crew and passengers involved in a relevant aircraft accident - the latter involving an aircraft being under airline control - and where the accident involves a significant loss of life

A reliable toll-free telephone number will be made available for this purpose for calls made from USA. A toll-free and / or toll-paid telephone number(s) will also be made available for this purpose for calls made from countries other than the USA. A sufficient number of trained staff shall be provided in order to enact this operation

2. Notification to FR

As per 1 above, WES and the airline have appropriate processes in place for notification and other communications to be made to such FR - before making public the names of such crew and passengers. Such notification shall be made by appropriately trained persons

**IMPORTANT NOTE:** In September 2023 the USA's NTSB updated / added information - over and above that shown via the link at the top of this page and the information shown in this appendix C. At time of writing [early 2024] a direct link to the latter is not possible to insert herein as it [said link] does not seem to work. However, as this document is so important, it is strongly recommended that the interested reader conducts an on-line GOOGLE search for it, using the search term shown in red just below:

**NTSB Federal Family Assistance Framework for Aviation Disasters 2023**



### 3. Notice Provided As Soon as Possible

The airline provides an **assurance** that **notifications** required as per paragraph 2 above shall be **provided as soon as practicable** after the identity of crew members and / or passengers has been verified - notwithstanding that more crew and / or passenger identities might still be subject to verification

### 4. List of Passengers

The airline provides an **assurance** that upon request, it shall immediately provide and subsequently update the **passenger name list** concerning those on board the accident aircraft (**whether such names are verified or not**) - being based on current and best available information

This information shall be provided to:

- The Director of Family Support Services designated for the accident under section 1136 (a) (1) of the relevant US legislation **AND**
- The organisation designated for the accident under section 1136 (a) (2)

### 5. Consultation Regarding Disposition of Human Remains and Personal Effects

The airline provides an **assurance** that **FR** shall be **consulted** about **the disposition of any human remains and / or personal effects**, which is within the control of the airline so to do

### 6. Return of Possessions

The airline provides an **assurance** that, if so requested by FR, any **possession(s)** of associated crew and / or passengers (**regardless of condition**) shall be **returned to the FR** - (**unless such possession(s) is / are needed for the accident and / or criminal investigation**) - insofar as this is within the control of the airline so to do

### 7. Unclaimed Possessions Retained

The airline provides an **assurance** that any **unclaimed possessions** will be **retained** for not less than 18 months after the accident date, insofar as this is within the control of the airline so to do



#### 8. Monuments

The airline provides an **assurance** that **FR** shall be **consulted** re the **construction** by the airline or its agents - of any **monument** which is to be built in the United States - including any inscription thereupon

#### 9. Equal Treatment of Passengers & Ground Victims

The airline provides an **assurance** that the **treatment of FR** of **non-revenue passengers** and also of **ground victims** shall be the **same** as that provided to families of revenue passengers

#### 10. Service & Assistance to Crew and / or Passengers' Families

The airline provides an **assurance** that it will **work with any organisation** designated under Section 1136 (a) (2) as aforesaid, concerning services and assistance provided by said organisation

#### 11. Compensation to Service Organisations

The airline provides an **assurance** that, concerning the organisation referred to in 10 above, it shall **provide reasonable compensation** for such services and assistance provided by said organisation, in supporting the airline's accident response effort

#### 12. Travel & Care Expenses

The airline provides an **assurance** that it shall **assist FR** in **travelling to the accident location** (as appropriate to the wishes of said FR) and provide for the associated physical care of such FR accordingly - unless the location of / conditions (including personal security or other extenuating circumstances) at the accident site make such travel impractical and / or unadvisable

In the latter circumstances FR may, at the airline's complete discretion, be similarly assisted to travel to a suitable alternative location chosen by the airline, insofar as it is within the control of the airline so to do

#### 13. Resources for the Plan

The airline provides an **assurance** that it shall **commit sufficient resources** to carry out this plan



#### 14. *Deliberately Blank*

#### 15. Training of Employees & Agents

The airline provides an **assurance** that its (selected) **employees and agents** shall be provided with the appropriate **training** necessary to meet the requirements of this plan

#### 16. Consultation Outside the Scope of this Plan

The airline provides an **assurance** that, for an **accident** involving major loss of life which **occurs outside of the United States or its Territories**, and where US FR have or might have an interest - then any **assistance provided by the airline** to such US FR shall be **provided in consultation** with the US Department of State and the NTSB

#### 17. Liability for Manmade Structures

The airline provides an **assurance** that where an **accident causes significant damage to a manmade or other property on the ground**, which is not government owned, it **shall promptly provide written notice** of same (to the extent practicable) directly to the owner of said property - re liability for any property damage and means for obtaining compensation

At a minimum, such written notice shall advise an owner:

- To contact the insurer of the property as the authoritative source for information re coverage and compensation
- To not rely on unofficial information offered by the airline or its representatives re compensation by the airline for accident site property damage
- To obtain photographic and other detailed evidence of property damage as soon as possible after the accident, consistent with accident site access restrictions

#### 18. Simultaneous Electronic Transmission of NTSB Hearing

The airline provides an **assurance** that:

Where the origin and destination cities relating to an accident concerning one of its aircraft and / or flights are located in the USA .....and



Where the NTSB is conducting a public hearing or comparable proceeding at a location greater than 80 miles from the associated accident site

..... ***then the airline shall ensure that such proceedings are made available simultaneously (by electronic means) at an appropriate public location, at both said origin and destination cities***

Note - Follow the link below to find (amongst many other subjects) a copy of the latest filed Family Assistance Plans for any air carrier operating in or over the USA and its territories etc.

When the link opens, simply type something like 'ABCX Airways Family Assistance Plan' etc. in the search box- and you should eventually find what you are looking for - with a little time, effort and patience (provided the subject air carrier has provided such plan in the first place of course?)

<https://www.regulations.gov/#!home>



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Appendix **D** to CRPM Part 1 (ERP) / Volume 2

## Aviation Security - Threat Report Form

Aircraft Operator / Airport Operator / Ground Handling Agent & Similar



Relevance:

*Airline / Airport / GHA etc. (Security Threat) Crisis Response Operations*

For use when telephoned or written threat is made to **aircraft operator**, **airport operator**, **GHA** etc.

**Note 1** - it is recommended that this form be reproduced in sufficient quantities - in order to place one form at every desk in an airline, airport, ticket desk, shop etc. - where there is the possibility of a threat message (spoken, telephoned or written) being received

**Note 2** - this form is reproduced here for information and convenience purposes only. Aviation security matters are generally covered in the appropriate (**separate** document) Aviation Security / Security Manual - or equivalent airline / airport publication

[www.aviationemergencyresponseplan.com](http://www.aviationemergencyresponseplan.com) (Parent Website)



## THREAT REPORT FORM - Aircraft Operator / Airport Operator / Ground Handling Agent & Similar

**PRINT THE FOLLOWING FORM** and place it underneath / next to your telephone

- When taking a threat call remain calm & courteous, listen and do not interrupt the threat caller unduly
- Quickly attract the attention of anyone nearby (as appropriate) e.g. by use of a pre-arranged signal - and (without alerting the person making the bomb threat) ask the nearby person to immediately call any emergency services Police / Security Services number - with a view to trying to trace the origin location of the threat call
- Threat Report Form (starts next page) is to be completed by person receiving threat & then the following contacted immediately by telephone and briefed on the situation:

**24H Operations Control Centre or equivalent** (insert contacts here xxx xxxx)

**Head of company security or designated alternate person** (insert contacts here xxx xxxx)

**TBA e.g. Police** (insert contacts here xxx xxxx)

**Airline's top manager** (insert contacts here xxx xxxx)

- Send **completed** form copies immediately to agencies / persons listed above. Recipients then responsible for further (onward) transmission & appropriate action - as required

**Note** - Contact information above to include landline & mobile (cell) phone numbers; email; FAX number; SITA address etc.

**Note** - Assumption has been made that **threat will be passed via telephone call**. If a **written** threat - see second box below. If the threat is **spoken 'face to face'** - complete as much as possible of the form below ASAP - from memory

**Note** - Assumption has been made that **threat will be related to a bomb**. If not, adapt the form accordingly when completing

**Note** - Make your questions below 'open' rather than 'leading' e.g. ask 'Where exactly is the bomb located?' rather than - 'Is the bomb located in the Passenger Terminal?'

**If threat is telephoned - complete Section 1 below**

**If threat is written** (i.e. any written format [including electronic]) - complete Section 2 below





## SECTION 1 - Telephoned Threat

Record the call if possible - has this call been recorded? **Yes / No**

*Your Company Name:* \_\_\_\_\_ *Date:* \_\_\_\_\_ *Time threat received:* \_\_\_\_\_

*Threat Message (exact words if possible):*

*(Use extra blank sheets of paper if necessary & attach securely to **this** form)*

*Call made from:*      Mobile (cell) phone      Landline phone      External Call  
                                 Internal Call              Payphone              Not known

*Did caller's number register on your telephone's caller ID (if any)?* If so record number here:

**WHAT** (location / facility / aircraft / person(s) etc.) is the stated target of the bomb threat?

Aircraft	Terminal	Airline Premises	Catering Unit	Fuel Farm	Cargo Area
<i>Other (Provide details):</i>					
Airline:		Flight Number:		Flight Route - from / to / date:	
Details:					
Did the person appear familiar with the stated threat target e.g. by his / her description of the bomb location? <b>Yes/ No</b>					

**WHEN / HOW** is bomb expected to explode?

If moved	After take off	In-Flight	At Altitude	If 'opened'
Date:	Time:	Day:	Other:	
More Information:				



**WHAT** does the bomb look like & where is it located now?

*Details:*

**WHO** are you? (Insert here *details of the organisation / person making the threat call* - if available)

Organisation's name:

Individual's name:

Where are you now?

Other:

*More Information:*

Ask Caller **WHY** he / she is caller doing this?

*Details:*

### **CALLER / CALL CHARACTERISTICS**

**Voice:** Loud   Soft   High pitched   Low pitched / deep   Rasping   Pleasant  
Intoxicated/drugged

*Other (describe):*

**Speech:** Fast   Slow   Clear   Distorted   Stutter   Slurred  
Nasal

*Other (describe):*

**Language(s) Spoken and / or Accent:**

*Language 1:*

*Language 2:*



<i>Command of spoken language 1:</i>	Excellent	Good	Fair	Poor
<i>Command of spoken language 2:</i>	Excellent	Good	Fair	Poor
<i>Etc.</i>				

<i>Caller's Sex:</i>	MALE / FEMALE	<i>Caller Age:</i>	CHILD / TEEN / YOUNG ADULT / MIDDLE AGED / OLD / UNKNOWN
----------------------	---------------	--------------------	--

<i>Manner:</i>	Calm Emotional Obscene	Angry Laughing Arrogant	Sensible Righteous	Not sensible Courteous	Clear Rude	Not clear
<i>Other (describe)</i>						

<i>Background Noise(s):</i>	Aircraft	Road Traffic	Train
Public Announcements (e.g. Airport or Station)		Machinery (office)	Machinery (factory)
Kitchen	Hotel	Voices (describe e.g. adult / children / language etc.)	
Music	Party	Animals	None
<i>Other (describe)</i>			

When as much as possible of the above has been completed, fill out / sign box found at bottom of next page:



**SECTION 2 - Non-Telephoned Threat** + other detail to be provided - if not already included above:

<i>Your Company Name:</i>	<i>Date:</i>	<i>Time threat received:</i>
---------------------------	--------------	------------------------------

Initial Actions to be taken on Receipt of a **Written** Bomb / Similar Threat

- Avoid touching the paper / packaging further
- Retain any envelope or packaging and also avoid touching further
- Alert those parties shown in the box on page 164
- Complete appropriate sections of the Bomb Threat Report Form above (as applicable) and forward to all relevant parties
- Arrange for Security / Police etc. - to take possession of document, envelope, packaging etc.

**Full Details** (e.g. how and when was written threat delivered; who delivered written threat etc.)

**NOTE:**

If the **non**-telephoned threat comes in any other format (e.g. via email; via social media etc.) **record** a summary of the appropriate details in the box above and ensure that (electronic and hard copy) copies of the message are saved / made / bookmarked etc. - and passed on to appropriate authorities / recipients - as shown on page 164

**DETAILS of PERSON COMPLETING THIS FORM:**

Name:	Position / Title:
Your <b>full</b> contact details (including mobile (cell), office and home / residence telephone numbers):	Local Date / Time form completed:
Threat Report form copies passed to:	
At (local date / time)	
Signature (with date) of person completing form:	



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Appendix E to CRPM Part 1 (ERP) / Volume 2

### Master Crisis Contacts Directory

The airline's CPM shall oversee the compilation and maintenance of a comprehensive and indexed (alphabetical order) 'ABCX Airways **Crisis Contacts Directory** - and notionally place the latter (master version) in a 'virtual' appendix E to ERP Volume 2 (i.e. the document you are reading right now)

In addition to containing **all** internal contacts (mobile / cell / smart phones [company issue and / or personal]; office landline phone; home/ residence landline phone; email; FAX etc.) **likely to be required during airline emergency / crisis response operations**- the directory should also include similar contact information for **each and every possible external person / entity** (domestic and foreign) which the airline might also feasibly wish to communicate with

The crisis contacts directory is a vitally important document in terms of the airline's overall crisis response plan - and the commensurate time & effort in establishing and maintaining it (by all concerned) ***must not be underestimated and / or ignored***

Note 1 - Each and every ABCX Airways department / business unit having emergency / crisis response related roles, responsibilities and accountabilities - shall hold and maintain a fully updated **hard copy** version of the crisis contacts directory. The CPM shall be responsible for devising an appropriate controlled document system (or equivalent) for ensuring the integrity of this requirement

Soft copies are also permitted, provided that they are always considered to be secondary to the hard copy requirement. The CPM shall be responsible for devising an appropriate controlled electronic document system (or equivalent) for ensuring the integrity of such soft copy versions

The CRP shall ensure that **each CMC workstation** is provided with a current hard copy crisis contacts directory. Three 'spare' copies shall also be provided in the CMC. Soft copies (already loaded on to each CMC PC) shall be used to back up the hard copies

The CPM shall make appropriate pre-planning arrangements to ensure that the **GO Team** (when deploying) is provided with sufficient and current **hard** and **soft** copy crisis contacts directories

The CPM shall ensure that sufficient and current **soft** copy crisis contacts directories are provided to appropriate **external** parties / stakeholders - wherever located

Note 2 - The crisis contacts directory will contain certain information (data [including sensitive data]) which should not be made 'publicly available' due any appropriate and associated Data Protection and similar constraints, which might apply. This should be borne in mind when compiling, distributing, accessing, using and storing such data

The CPM shall be responsible for the oversight of associated, appropriate data protection matters and similar (if any) as they relate to the crisis contacts directory. Whatever the applicable legislation etc., provided that the person(s) providing 'personal and / or sensitive' information agrees to same and understand clearly how such information shall be used and safeguarded - then there should typically be no problems with this matter

Once such data is no longer needed, it must be destroyed and / or permanently deleted



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Appendix **F** to CRPM Part 1 (ERP) / Volume 2

United States of America - **NTSB / TDA Accident Notification Form** (2016)

Supplemental Information Worksheet

Once the **formal** accident notification message has been transmitted (typically by the accident airline) to the NTSB (see also checklist on page 112 of the document [CRPM Part 1 / Vol 2 Guideline] which you are now reading).....it will be necessary to **also** complete and similarly transmit the NTSB (Transport Disaster Assistance Department's) supplemental information worksheet. A 'print screen' of this worksheet is shown on the next 2 pages

It is possible to complete this worksheet 'online' by following the below link (Adobe Flash Player / equivalent might be required in order to accomplish this)

<https://www.pdfFiller.com/69005512--NTSB-TDA-Accident-Notification-Supplemental-Information-Worksheet->

When the webpage at the end of this link opens, click on 'Fill & Sign Online' to open the PDF form and complete it

Note - NTSB **direct** numbers for 'Transport Disaster Assistance - TDA' department are (*direct + 1 202 314 6185 / +1 202 314 6290 / 800 683 9369 toll free USA / +202 459 9402 FAX / [assistance@ntsb.gov](mailto:assistance@ntsb.gov)*)

NTSB = National Transportation Safety Board (USA)

TDA = Transport Disaster Assistance (a department of the NTSB)






NTSB-TDA-Accident-Supp-Form-2016 (1).pdf - Adobe Acrobat Reader DC


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Sign In



## NTSB TDA Accident Notification Supplemental Information Worksheet



**DISCLAIMER:** The information requested on this worksheet will be used by the NTSB and our Federal partners during the initial-launch phase of an NTSB accident investigation. Information requested on this worksheet is voluntary.

**Air carriers are still responsible to comply with notification and reporting requirements in accordance with [49 CFR 830](#).**

**Instructions:** Please complete the following survey with as much information as possible. This information should be submitted to the TDA Division **within 1-2 hours** after the Air Carrier makes the official accident notification to the NTSB Response Operations Center. For questions, please call TDA at 202-314-6185.

### AIR CARRIER ACCIDENT INFORMATION

<b>Certificated Air Carrier Operator:</b>			
<b>Airline Flight Operated As:</b> (e.g. Flight Airlines)		<b>Flight Number:</b>	
<b>Accident Site Location:</b> (e.g. city & state, airport)		<b>Time of Accident:</b>	

**TOTAL PERSONS ON BOARD:**

### CREW INFORMATION

<b># of Flight Crew</b> (incl. jumpseat):		<b># of Cabin/ In-Flight Crew:</b>		<b>Total Crew:</b>	
--	--	------------------------------------	--	--------------------	--

### PASSENGERS INFORMATION

<b>Adults:</b>		<b>Infants (lap-only):</b>		<b>Non-Revenue:</b>		<b>Total Passengers:</b>	
----------------	--	----------------------------	--	---------------------	--	--------------------------	--

### ADDITIONAL DETAILS

<b>HazMat onboard?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Description:	<b>List Special Groups onboard:</b> (e.g. VIPs, student groups)
<b>Aircraft Fatalities:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Number of Aircraft Fatalities (if known):	<b>Ground Fatalities:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unk Number of Ground Fatalities (if known):
<b>Is there ground structure damage?:</b> <input type="checkbox"/> Yes <input type="checkbox"/> No Additional Details (e.g. office buildings, residential, shopping malls):	



09:41  
28/04/2017



NTSB-TDA-Accident-Supp-Form-2016 (1).pdf - Adobe Acrobat Reader DC

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(e.g. city & state, airport)

TOTAL PERSONS ON BOARD:			

CREW INFORMATION			
# of Flight Crew (incl. jumpseat):		# of Cabin/ In-Flight Crew:	
Total Crew:			

PASSENGERS INFORMATION			
Adults:		Infants (lap-only):	
Non-Revenue:		Total Passengers:	

ADDITIONAL DETAILS	
HazMat onboard? <input type="checkbox"/> Yes <input type="checkbox"/> No	List Special Groups onboard: (e.g. VIPs, student groups)
Description:	
Aircraft Fatalities: <input type="checkbox"/> Yes <input type="checkbox"/> No	Ground Fatalities: <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unk
Number of Aircraft Fatalities (if known):	Number of Ground Fatalities (if known):
Is there ground structure damage?: <input type="checkbox"/> Yes <input type="checkbox"/> No	
Additional Details (e.g. office buildings, residential, shopping mall):	
Flight Pairing/Route:	Departure: Arrival:
Aircraft Type:	Aircraft Number:
Toll-Free Family Assistance Phone Number:	Air Carrier EOC Phone Number:
Air Carrier FRC Location(s):	
Air Carrier FAC Planned Location(s):	
Nearest Commercial Airport (to accident site):	
List of codeshare agreements:	
Air Carrier TDA POC Name, Title, & Direct Phone Number:	EMAIL COMPLETED FORM TO <a href="mailto:assistance@ntsb.gov">assistance@ntsb.gov</a> OR FAX TO <b>202-459-9402</b>

09:43 28/04/2017