Guideline - ABCX AIRWAYS - Crisis Response Planning Manual (CRPM)

Part 1

EMERGENCY RESPONSE PLAN

Volume 5

GO Team Operations

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

Aircraft operators wishing to use the guidelines and guideline / templates document series 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 21st century

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 5*) deals specifically with the subject of *'Airline GO Team Operations'* - as related to a *catastrophic aircraft accident* (aviation disaster) type scenario

Note 2 -There are two types of document in our CRPM (Crisis Response Planning Manual) series - you are reading one type right now i.e. a 'guideline'. 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 just above (nonetheless, it remains *a very useful aid in such task* - and should be used as such accordingly). A 'guideline' is typically used when the specific subject matter area(s) of concern are *relatively complex* - i.e. due the associated difficulties (because of such complexity) faced in adequately producing 'what is required' in the guideline / template version

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 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' throughout this document - 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 and supported from an emergency response planning context

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

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

Non-UK registered and / or non-UK main based operators should interpret 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

* UK has now left 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) will be the same / very similar to terms in actual (real / operational) use world-wide, the 'generic' use and nature of such should be accounted for accordingly i.e. when preparing *real* emergency plans based on this 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 ERPs, 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 large numbers of potential responders in very quick timescales (typically just a few minutes) - via most modern methods of communication (including social media) - particularly via 'voice' telephone calls. Such systems are easily procured and can typically be leased from around USD $5 - 10,000 per year (2021 prices)

Note 6 - The assumption is made herein that ABCX Airways headquarters (HQ) is situated *very close* to its main hub / operating (parent) *airport*

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* series of 'guideline' and 'guideline / template' documents can be found herein on pages 17 and 18

It 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 - How to use this Guideline (Instructions)

Information for preparation & production of a new or upgraded airline's ERP '*GO Team*' 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 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 almost certainly require considerable thought and research, decision making (e.g. policy & budget), time and effort etc. (The latter refers to information which no 'generic' guideline such as this [the document you are now reading] is able to provide)

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

Example **Instruction 1**:

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

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 5)'

CRPM **Part 1** is otherwise known _exclusively_ herein as the 'emergency response plan' (**ERP**)

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

CRPM **Parts** 2 to 6 (_separate_ documents from the one you are now reading) are **not** subjects included in **this** ERP guideline / template document - except where shown for cross reference and contextual purposes only (i.e. Parts 2 to 6 cover **other** subject matter areas)

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

Note 9 - This guideline is predicated on ABCX Airways being able to deploy significant resources (including manpower, budget & facilities) during a crisis response. This will obviously not be the case for some users in reality. For the latter, this document should be _adapted_ and _downsized_ accordingly, in the appropriate areas

It is acknowledged here that this might be difficult to accomplish - but should nevertheless be done to the best ability of the 'operator', commensurate with available resources

No airline should ever be without a viable GO Team Plan and Team! (Note that it might be possible to outsource some element of GO Team tasks to appropriately qualified, experienced and specialist [i.e. aviation related] 3rd party [external] commercial service providers - budget permitting)

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 Licence - (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 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 is required***. The latter can be requested from - *info@aviation-erp.com*

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

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

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

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

- Entities and persons intending to distribute this **work** and / or its **adaptations** to other entities and persons, shall be responsible for ensuring that the terms, conditions etc. of this 'Note 10A' - and the associated 'creative commons licence' referred to above, are passed on in turn. ***All entities and persons receiving such distributed versions shall then be bound by these same terms and conditions***

Note 10B - Any person / entity having reasonable cause to believe that his / her / its copyright has been infringed in this document - should contact us soonest (via email - *info@aviation-erp.com*), so that the issue can be mutually and satisfactorily resolved

Note 11 - Despite every care being taken in the preparation of this series of guideline & guideline / template documents, they will inevitably contain errors, omissions & oversights, incorrect assumptions, non-working links, out of date info etc. Users identifying same in this particular document (the one you are reading now) are requested to please notify the author accordingly (via email) at - *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 a separate *glossary*. Without some pre-study of this material, it will be more difficult to acquire a clear understanding of what is to follow

You will find the 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 the info article to open and read it

End of Preamble Section

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

www.aviationemergencyresponseplan.com (Parent Website)

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

Guideline - Instruction 1

The front cover sheet for *your own* CRPM Part 1 / Volume *5* 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:

* 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 *xxxxxxx*

Crisis Response Planning Manual

Part 1

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

Volume 5

Insert an appropriate image here?

ABCX Airways - GO Team Operations

Guideline - Instruction **2**

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

(It has been assumed that this general instruction is targeted at the airline person(s) responsible for introducing or updating 'GO Team operations' into the airline's overall emergency response plan, as related to a catastrophic aircraft accident scenario)

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

General Instruction

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

Where felt useful, the layout (but not necessarily the content) shown on pages 11 to 20 of ***this*** guideline document, might be adapted for use in the introductory section of your own 'GO Team' plan

Contents

Document Review & Approval

This document has been *reviewed* as being 'fit for purpose' by the 'ABCX Airways' *Crisis Response Planning Manager*', whose confirming signature appears below

(x xxxxxxx)   xx xxx 2021

This document has been *approved* as being 'fit for purpose' by the 'ABCX Airways' *Accountable Manager* (CEO etc.), whose confirming signature appears below

(y yyyyyyy)   xx xxx 2021

List of Effective Pages

Pages 1 through 75 - effective xx xxx 2021 - Revision (Original)

Revision List

Revision No	Date	By
Revision (Original)	xx xxx 2021	CPM

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

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

Five (5) controlled document * **hard copies** are also available at *********

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

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

Revision Procedure

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

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

Individual revision pages for this document will **not** be issued. When *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 Abbreviations / Acronyms used in this Template

C4   (Crisis) **Command, Control, Co-ordination & Communication**

CD   **Crisis Director** (Person charged with overall airline crisis C4 - at the highest level)

CIQ   **Customs, Immigration & Quarantine** ('Port Health' is alternative name for 'quarantine')

CMC   **Crisis Management Centre** (highest level airline C4 facility - usually located at Airline HQ)

CLACC   **Controller -** Local Accident Control Centre (Airline's *Station* person having local C4 responsibility)

CPM   (ABCX Airways) **- Crisis** (Response) **Planning Manager**

CRPM   **Crisis Response Planning Manual**

CRC (A)   (Uninjured) **Crew Reception Centre Airside -** at local airport

CRC (L)   (Uninjured) **Crew Reception Centre Landside** -generally a hotel - often near local airport

DOCC   **GO Team - Deployed Operations Control Centre**

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

* **ERP**   (Aircraft Operator) **Emergency Response Plan** (the latter is part of the overall CRPM)

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

FEC   **FR Enquiry Card**

FR   **Family, Relatives & Friends** (as associated in some valid way with an accident victim[s])

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

HAC   **Humanitarian Assistance Centre** (usually a landside hotel(s) - often near local airport)

HAT   **Humanitarian Assistance Team** (also known as Special Assistance Team, Family Assistance Team, Care Team - and so on. The word 'humanitarian' is now preferred)

HQ   **Headquarters**

ICT   **Information & Telecommunications Technology** (formerly known as 'IT')

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

JFSOC   **Joint Family Support Operations Centre** (usually co-located with HAC)

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

LGT   **Leader GO Team** (appointed CD or CC qualified person - in overall charge of airline GO Team)

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

NOK   **Next of Kin / Closest Relative**

* ERP - the 'ERP' part of the CRPM (i.e. CRPM Part 1) deals with 'catastrophic aircraft accident' type scenarios *only* - and does <u>not</u> include incidents; operational disruption / business continuity; public health crises etc.

OCC   24H Operations Control Centre at airline HQ
ODM   OCC Duty Manager

PRC   Passenger Record Card (same form also used for crew)

RA (A)   Re-uniting Area - on airport
RA (O)   Re-uniting Area - off airport

SRC (A) (Uninjured Passenger) Survivor Reception Centre Airside - at local airport
SRC (L) (Uninjured Passenger) Survivor Reception Centre Landside - generally a hotel(s), often near
         local airport

ABCX Airways - *Phone Home Scheme*

In the extremely unlikely event of one of our aircraft being involved in a major emergency and / or accident, the airline will activate an emergency telephone enquiry centre, to respond to calls from relatives and friends of those passengers and crew believed to have been on board the crisis flight (For a catastrophic & 'high profile' aircraft accident, *more than* 50,000 calls could feasibly be made to this 'Emergency Call Centre', during the first 24 hours post crisis occurrence)

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 <u>ARE</u> involved** (i.e. you were either a crew member or staff passenger on the incident flight [including for duty travel and / or vacation purposes etc.]) - then (if able to do so) you should also 'phone home' of course as per above. You should additionally try to make contact with airline HQ (by whatever means possible) without delay

Practical use (Concept) *of the* **'ABCX Airways'** **C**risis **R**esponse **P**lanning **M**anual (CRPM)

The Crisis Response Planning Manual - **CRPM**

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

The CRPM is made up of **6** (six) separate Parts - each generally dealing with a specific type / aspect of emergency / crisis response - and containing 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 *Operational* 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 **5**) is a component *volume* of CRPM Part 1 (see next page). These 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 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 - Command, Control, Co-ordination & Communication (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 alliance / codeshare 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 emergency / crisis response plans & associated 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***' typically implies a mandatory requirement herein e.g. applies to nominated ABCX Airways staff; the term '***should***' is typically used for a 'requested and / or recommended' requirement e.g. applies to ***non***-ABCX Airways crisis responders who nonetheless are 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 Accountable Manager (Chief Executive Officer etc.) ABCX Airways and are thus the authority, direction & 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 17 & 18) 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 worldwide deployment* (selected elements)

* Provided airline operates 24H

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 'manpower' 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 GO Team Plan

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 GO Team operations - which an airline can then develop further, in order to produce its own final plan on the subject

This means that this document will, in general, **not** provide detailed procedures, processes, checklists etc. - except for *some* basic examples, in *some* cases. The reader will appreciate why this is so i.e. no generic guideline document such as this - can realistically provide for all of the variable circumstances specific to the GO Team plan of any particular airline

Note - Other '**Parts**' of the CRPM (i.e. Parts 2 to 6) are **not** covered by this guideline document except for a possible contextual mention or for cross-referencing purposes only

Introduction

The schematic diagram shown on page 23 relates to a typical ABCX Airways GO Team setup for deployment to a *'remote'* accident location

Note - Where an accident occurs in *'non-remote'* circumstances [and where GO Team deployment is required] - the 'forward' & 'rear' GO Teams will combine to simply form *just* the 'GO Team' - i.e. the concept of **'forward'** & **'rear'** GO Teams will **NOT** apply in such circumstances. Same applies to Forward & Rear GO Kits

This document assumes that ABCX Airways has (or will have at some future time) its own, integral (volunteer) HAT- but also requires (now) additional HAT and professional psycho-social support services, procured / contracted etc. from external (commercial), specialist vendors of same

For the HAT, specialist support services have been contracted from 3rd party commercial provider (insert appropriate details of the latter organisation here)

For psycho-social services, specialist support has been contracted from 3rd party commercial provider (insert appropriate details of the latter organisation here)

Note 1 - 3rd Party (Commercial Vendor) **HAT** Support element(s) will typically deploy *independently* (of the airline GO Team), using its / their own resources - but will still **nominally** be a subordinate part of the ABCX Airways GO Team. More commonly, 3rd party psycho-social support professionals **might** deploy as an integral part of the airline's own GO Team

Note 2 - The airline shall always retain **strategic** command and control of all such 3rd parties deployed on its behalf. However, **tactical** and **operational** command and control *(of their own resources)* is typically retained by the 3rd parties themselves

Personal Requirements

For airline staff earmarked to deploy with the GO Team (you will know well beforehand who you are and will have been trained and exercised accordingly) the following shall be noted:

- GO Aircraft target take-off time (SOP for a scheduled, passenger airline) is targeted to be within 3 to 4 hours of first accident notification to airline - *or sooner*

- If you have a GO Team role and have been assigned to deploy, *do not miss* the GO aircraft / flight departure

- You will be provided with instructions for *when, where and how to board* the GO aircraft

  Note that this latter information will usually take some time (typically an hour or two - possibly longer) for the airline to put together - so be patient and continue waiting. For planning purposes, the most likely GO Team departure airport will be xxxxxxx. If it is not possible to operate from the latter for any reason, yyyyyyy airport is the preferred alternative

- Take everything you need - particularly travel documentation (passport; ID card(s) etc.), mobile / smart phone with international capability (if possible) + charging & international adaptor equipment, credit card / cash and any personal medication required etc.

  See **GO Team Quick Reference Guide - General** (which will have been pre-issued to you) for further guidance. This guide can also be found starting page 47 of *this* document
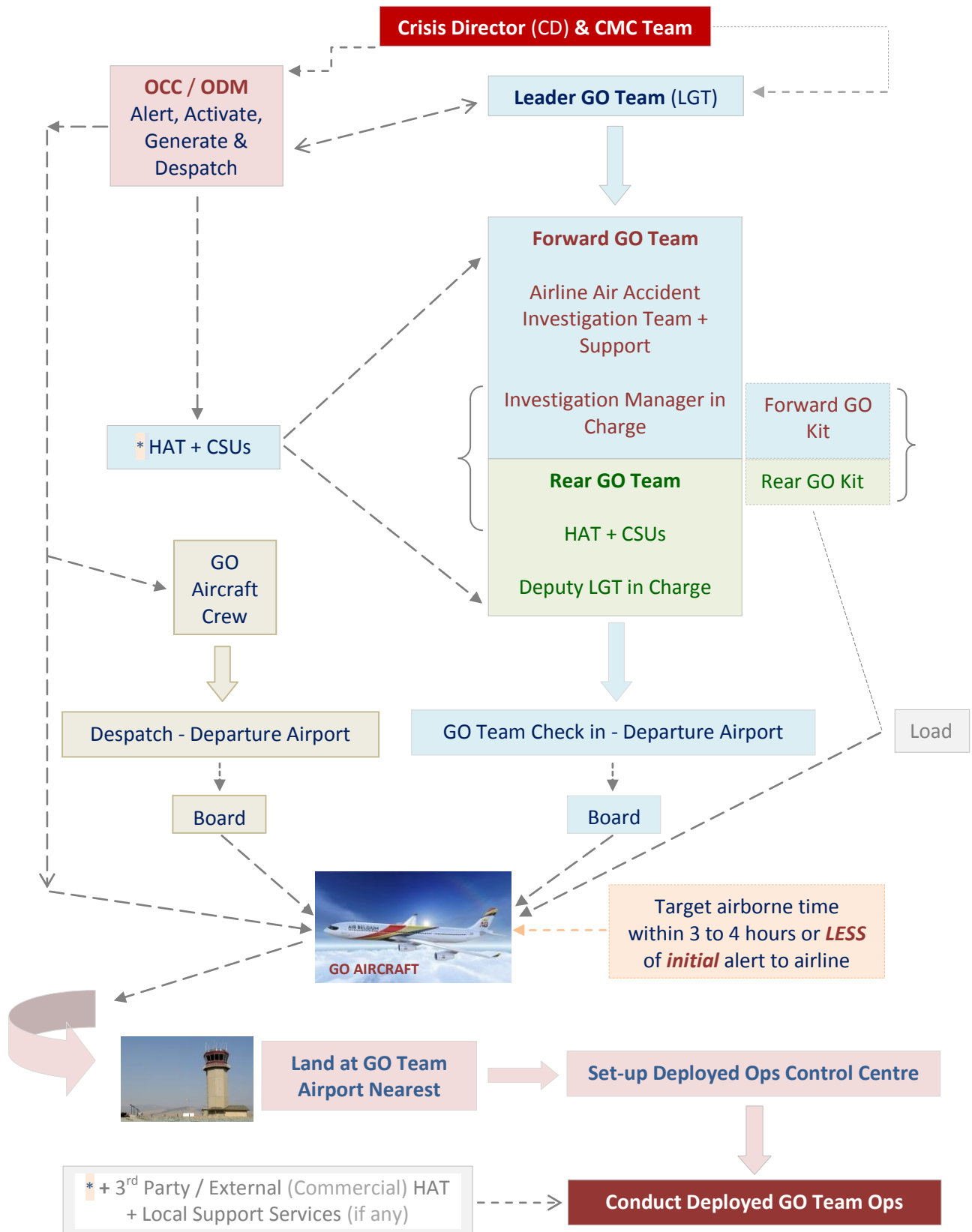
- The various airline departments & business units (*Crisis Support Units - CSU*) required to contribute manpower to the GO Team shall write, maintain and practice their *own* GO Team Plans, Procedures and Checklists etc. - based on *this* ERP Volume 5 guideline document. CSU Representatives and Alternate Reps are responsible to their line managers and the CPM for ensuring that this has been accomplished

  Note also that whilst CSU GO Team plans are *based on this ERP Volume 5* - they *must* be documented in specific (and *separate*) CSU Plans i.e. specifically in Chapter 6 of *each and every* such CSU plan - which, in turn, is a subordinate set of documents falling under *CRPM Part 1* / *Volume 7* / *ABCX Airways* **Crisis Support Units**

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

Crisis Director (CD) **& CMC Team**

OCC / ODM
Alert, Activate, Generate & Despatch

Leader GO Team (LGT)

Forward GO Team

Airline Air Accident Investigation Team + Support

Investigation Manager in Charge

Forward GO Kit

* HAT + CSUs

Rear GO Team

HAT + CSUs

Deputy LGT in Charge

Rear GO Kit

GO Aircraft Crew

Despatch - Departure Airport

GO Team Check in - Departure Airport

Load

Board

Board

GO AIRCRAFT

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

Land at GO Team Airport Nearest

Set-up Deployed Ops Control Centre

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

Conduct Deployed GO Team Ops

GO TEAM - **GENERAL INFORMATION**

*(GO Team deployment **by air** has been assumed throughout)*

IMPORTANT - When flight planning GO Team flights, ensure that '**STS/HUM**' is inserted in item 18 of the Air Traffic Services (ATS) flight plan (indicates that flight is operating on a *humanitarian* mission)

GO Team Management - a **Summary**

A suitably qualified and experienced senior manager ('*Leader GO Team LGT*' - appointed by & reporting directly to the 'on-duty' CMC **Crisis Director** at airline HQ) shall deploy with and lead the GO Team. Reporting to the latter will typically be the *Investigation Manager*, the *Humanitarian Manager*, the *Crisis Communications Team Manager*, the *Operations Support* and *Admin Manager* - and possibly a *GO Team Company Spokesperson*. All such managers & their subordinate teams are capable of deploying and / or operating independently of the Leader GO Team, if so required

All *subordinate* elements of the GO Team report to one or other of the above managers e.g. the GO Team HAT Co-ordinator reports to the Humanitarian Manager; deploying CSUs (or elements of CSUs) involved with any air accident investigation process report to the Investigation Manager etc.

The GO Team Company Spokesperson is likely to be a suitably trained & experienced senior manager with specific responsibilities for providing on-site verbal briefings to the Media. In extremis, the LGT may act in this role provided clearance for such has come from the CD at airline HQ *and* the LGT has received appropriate training - or otherwise been very thoroughly pre-briefed on 'what to say & what to do' by appropriate 'expert' personnel

GO Team **Plans / Planning**

General

This document (CRPM Part 1 / Volume 5) describes the airline's GO Team Plan in general terms only

Specific

Detailed (Tactical and Operational) GO Team plans, procedures, checklists, information etc. - covering activation, deployment and emergency response duties (i.e. of / for personnel earmarked to deploy with the GO Team) etc. - shall be included in individual, self-prepared Department / Business Unit plans i.e. in Chapters 1, 3, 6 and 7 of individual **CSU** plans AND / OR in the **HAT** operations manual etc. In contrast, similar details for LGT and the Ops Support & Admin Manager have been included herein (i.e. in the guideline which you are reading now)

The airline's **Station** (destination airport etc.) ERP should include provision for assimilation of its own crisis response effort into the eventual GO Team response - as appropriate (i.e. as and when [if] the GO Team deploys to / arrives at an involved station[s] and / or associated location[s])

A typical (fictional) "***worst case***" GO Team deployment scenario can be found at page 36 - to which department / business unit (CSU) crisis response plan writers might refer - when deciding on the content of their own GO Team plans, procedures, checklists, manning requirements etc. *Typical* (example) GO Team duties *when deployed* are shown in the tables commencing page 40

Department & business unit (CSU) reps are directly responsible to their own line management *and* the CPM for the timely, effective & efficient production of the relevant plans, procedures and checklists mentioned above (see [*separate* document] CRPM Part 1 (ERP) / Volume **7** for more information on CSUs)

GO Team Preparation + **What to Take** + **Who to Tell** etc.

See page 47 of this document (GO Team - Quick Reference Guide [also issued to all potential GO Team staff])

GO Team **Alerting** (Notification) & **Activation**

General

Based on availability of initial crisis circumstances, the airline's Operations Control Centre Duty Manager (ODM) will make it as clear as possible (in his / her *initial* **Red Alert** [alerting] message) where the accident occurred. If it is at any location *other* than *VERY* close to where GO Team manpower is predominately sourced (e.g. relatively near airline HQ / main airport hub location) - the GO Team **WILL** deploy

GO Team deployment can be via any or all of air, land and sea / water

The initial Red Alert message serves as an indication to staff liable for GO Team deployment - *that they should start making immediate, precautionary preparations for such deployment*

The ODM will eventually send a *subsequent* message(s) to actually *activate* the GO Team - when information such as departure point / airport; departure date / time; arrival point / airport etc. - has been decided. However, where choices of departure and destination are immediately obvious, the *activation* instruction could be issued at the same time as the initial **alerting** message

GO Team Alerting & Activation - Who / What / Where / When / How?

All teams liable for GO Team deployment - EXCEPT for the HAT

CSU **'On-call'** Reps / Alternate Reps & Similar Personnel

Upon receipt of an *initial* **RED Alert** message (in circumstances where GO Team deployment *is* required) - **ALL** (repeat '*ALL*') *on-call / on-duty* message recipients (i.e. from CSUs) - whose department / business unit's emergency response role(s) includes potential GO Team deployment - are to immediately make appropriate staff selections (from their *own* CSU's pre-designated GO Team deployable staff) *for who is to be selected for this particular GO Team deployment* - from that particular CSU

Personal and immediate (one on one) contact with the selected staff member(s) is then to be made to advise him / her / them of their nomination(s)

Next, contact is made with all *other* department pre-designated GO Team staff (as applicable) - to advise them that their deployment (with the GO Team) is *not* required 'on this occasion'

(Note - all of the main GO Team *managers* will also be appointed as part of this latter process - *except for* the LGT and the Ops Support & Admin Manager. [These last two selections will typically be made by the CD / CMC])

CSU (& Similar) Personnel liable for GO Team Deployment

Upon receipt of an *initial* **RED Alert** message - **ALL** (repeat '*ALL*') staff potentially liable for GO Team deployment should make immediate preparations for GO Team participation, lasting up to seven days (for further guidance see **GO Team** - **Quick Reference Guide** - credit card sized fold-out document - issued to all - also shown herein starting page 47)

If you are *at work* when you receive the initial **ALERTING** message - you should immediately seek out your 'on-call' CSU rep (or equivalent person within your department / business unit) to see if you are to be nominated for actual GO Team deployment. If so nominated you should then seek permission from your line manager etc. to immediately leave work for home, where you can make the appropriate, personal arrangements ready for deployment - and then await the GO Team **ACTIVATION** message

If you are *already* at home you should initially assume that you *WILL* deploy with the GO Team - and make the appropriate personal arrangements ready for deployment. Then await the GO Team *activation* message. Also expect a call from your 'on-call' CSU representative or equivalent person to confirm your deployment *OR* to stand you down from GO Team duty / assign you to *other* emergency response duties related to your CSU

Upon eventual receipt of a GO Team **activation** message - the relevant GO Team members (already pre-nominated and notified as per above) shall report for GO Team related emergency response duties immediately - as directed / briefed

It might well be that the **alerting** and **activation** messages are issued at the same time - in which case **ALL** GO Team deployable staff should make appropriate, immediate preparations (as per actual circumstances 'on the day') and then report for GO Team duties as quickly as possible (or otherwise as directed / briefed - as appropriate). After so reporting, those *NOT* required for GO Team duties might instead e.g. be assigned to other emergency duties; might be stood down to resume 'normal operations' type duties etc.

IMPORTANT NOTE

Each CSU's Rep / Alternate Rep 'on-call' (or equivalent person[s]) is responsible for notifying the **Crisis Management Centre** (CMC - *GO Team* Support Desk [insert telephone numbers and email address here …………………………… /e.g. gosupportcmc@abcxairways.com]) **without delay** - of *full details* of his / her own CSU staff assigned for *actual* deployment with the GO Team (as appropriate). This should be accomplished as quickly as actual circumstances on the day permit

GO Team Alerting & Activation - Who / What / Where / When / How?

GO Team deployment - applicable to Humanitarian Assistance Team (HAT) ONLY

Upon receipt of the *initial* **RED Alert** message (where GO Team deployment is directed) - **ALL** 'available' **HAT** members should initially make immediate preparations for potential GO Team deployment, for up to seven days. (For further guidance see 'GO Team - **Q**uick **R**eference **G**uide' - issued to all - also shown starting page 47 of *this* document [the one you are reading now])

If you (i.e. being a member of the HAT) *are at work* when you receive the initial **ALERTING** message, seek permission from your line manager / whoever to immediately leave for home, where you should then make appropriate, personal arrangements to be ready for immediate deployment - and then await the GO Team **ACTIVATION** message

If you are at home *already* - make appropriate personal arrangements to be ready for immediate HAT deployment and then await the GO Team *activation* message

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FULL *HAT Deployment Required*

If full HAT deployment is required **ALL** available HAT members should await eventual receipt of the GO Team *activation* message and then react accordingly and / or as briefed e.g. 'report for duty / deployment immediately'

PARTIAL *HAT Deployment Required*

If partial HAT deployment is required **ALL** available HAT members should follow the same procedure as for a 'full' deployment immediately above. After reporting for duty, those not required for GO Team duties (if any) will be stood down and / or assigned to other (non-GO Team related) HAT duties

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It might well be that the **alerting** and **activation** messages are issued at the same time - in which case **ALL** available HAT members should make appropriate, immediate preparations (as per actual circumstances 'on the day') and then report for GO Team duties as quickly as possible (or otherwise as directed / briefed - as appropriate). After so reporting, those *NOT* required for GO Team duties might instead be assigned to other emergency duties; might be stood down to resume 'normal operations' type duties etc.

IMPORTANT NOTE

The HAT Manager and / or **CMC HAT Controller** is responsible for notifying the **Crisis Management Centre** (CMC - *GO Team* Support Desk [insert telephone numbers and email address here …………………………………… /e.g. gosupportcmc@abcxairways.com]) **without delay**, of *full details* of all **HAT** members assigned for *actual* deployment with the GO Team (as appropriate) and / or assigned to other HAT duties

GO Kit

General

The airline's GO Kit typically comprises pre-procured and stored equipment and materials etc. meant for use in supporting a deployed airline GO Team operation (to a greater or lesser extent - as decided by the airline) for an 'appropriate' period of time

Ideally, the GO Kit travels in the same aircraft (assuming deployment by air) as the deploying GO Team - but this will not always be possible (e.g. cargo capacity of *available* GO Aircraft versus size and packing arrangements of GO Kit to be loaded [a standard cargo / baggage ULD will typically *not* fit in the baggage hold of a Boeing 737!]). Appropriate pre-planning should ensure avoidance (and / or management) of this potential problem, insofar as is possible / practicable

The GO Kit should ideally support the airline's *accident investigation and support team* if operating 'remotely' i.e. away from a civilised supporting infrastructure (*Forward* GO Team / *Forward* GO Kit)

It should *also* provide support for the remainder of the deployed GO Team (*Rear* GO Team / *Rear* GO Kit) which can reasonably be expected to operate in (at least) some form of 'acceptable' infrastructure and supporting facilities - albeit possibly at a very basic level

> **Important Note** - the concept of Forward & Rear GO Teams will **only** be applicable where an aircraft accident has occurred in what might be termed as a 'harsh and / or remote' location. Otherwise, the 'GO Team' is simply just the **single, integral** GO Team - and the 'GO Kit' is simply just the **single** GO Kit (whilst still comprising, however, the combined 'Forward' & 'Rear' kits)

The airline's CPM (or equivalent person) is responsible for overseeing selection, procurement and maintenance of the GO Kit. Appropriate budget and resources should be provided for

The airline's *Cargo*, *Airports Services* (Ground Ops) and *Aircraft Engineering* CSUs shall jointly be responsible for arranging storage of the GO Kit together with the **pre-preparation** of all associated documentation and formalities (e.g. AIR WAYBILL, CARGO MANIFEST, SHIPPER'S DECLARATION, NOTOC etc.) in order that loading of the GO Kit during GO Team deployment is not unduly delayed

The same CSUs should attempt to establish good working relationships with the appropriate authorities (particularly 'Customs') at the expected GO Team departure airport[s] - with a view to establishing 'trouble-free' protocols for the rapid grant of appropriate clearances required for the GO Kit to be loaded on board the GO Aircraft at the selected (on the day) departure airport

At the same time, a copy (translated if necessary) of *ICAO Annex 9, Chapter 8, paragraphs 8.42 to 8.48* (reproduced herein at Appendix C [page 64]) should be provided to the 'appropriate authorities' and (where necessary) its intent and the requirement for compliance explained and associated co-operation requested

For GO Team deployment by air, these same CSUs are jointly responsible for arranging all aspects of GO Kit loading and despatch - and for co-ordinating appropriate receipt / unloading / facilitation arrangements en route and at destination. They are also responsible for loading of the GO Kit for deployment by **ground** and / or **over water** transport, if appropriate

What should a GO Kit Contain?

This is not a simple question to answer due the many variables which exist. However, *at one extreme* there will be the airline which, for whatever reason, does *not* have a GO Kit capability

At the other extreme there are just a handful of airlines in the world which are able to deploy GO Kits (costing many tens of thousands or more [US dollars]) capable of fully supporting e.g. up to 10 persons for 10 days (i.e. the airline's *Forward* [Air Accident Investigation] *GO Team*) in most 'harsh' natural environments on earth, other than large areas of water - and even for the latter, some form of portable, inflatable water craft might be included - typically for 'inshore' or river use

For most airlines the answer will probably need to be an acceptable compromise somewhere between the two extremes mentioned above, perhaps based on the reasonable assumption that any deployment of the Forward GO Team into harsh conditions will be supported, in major matters, by resources other than the airline's e.g. - national and / or local government resources such as the military, search and rescue services, emergency services etc.

Rear GO Kit

This is the part of the GO Kit specific to the support of the *Rear GO Team* element - and might typically include:

- Basic Personal Protective Equipment (PPE) & similar e.g. gloves; surgical masks / face shields / gowns / hand sanitising gels.; mosquito nets; sun hats; sun block cream; water purifying tablets etc.
- Resilient communications e.g. satellite phone(s); smart phones 4G / 5G capable; portable FAX etc.
- Other portable ICT equipment e.g. laptops; tablets; printers etc.
- Portable office equipment
- Consumables; spares; adapters, cables; batteries; chargers etc.
- Appropriate emergency response documentation e.g. airline ERP; CSU Manuals (including all appropriate procedures, checklists etc.); Crisis Contacts directory (listing **all** essential and useful telephone & FAX numbers; email addresses etc.)
- Stationery - all types and in sufficient quantities
- First-aid kits - from basic to fully comprehensive
- Permitted medical supplies e.g. anti-malaria drugs; generic antibiotics; pain-killers etc.

Note - it is implicit that the *rear element* of an airline GO Team will **NOT** deploy to / operate in what might be termed 'survival conditions' e.g. in harsh or hazardous terrain and / or environmental conditions or in areas where personal safety cannot be reasonably guaranteed

Consequently, the rear element typically requires some form of minimum infrastructure, safety and security in which to operate. This is generally not a problem at major cities, towns and airports but, where this is not the case, the rear element will be looking for the following **minimum** operating facilities / conditions:

- Sufficient security - for both personnel and equipment. **THIS IS IMPORTANT**

- Basic shelter - e.g. school hall; gymnasium; adequate tentage etc. The 'host organisation' (whoever this might be e.g. government; police; military; Red Cross / Crescent'; NGOs; local airlines etc.) should be asked to supply appropriate furniture, bedding etc. - if not already in place

- Basic sustenance (food & drink). Food and water must be contamination free or, in the case of water, capable of being easily de-contaminated e.g. using water purifying tablets. Type & quality of foodstuffs to be 'reasonable' (Note - the expectation should be that it will generally **not** be possible to cater for cultural, ethnic, religious and similar diets in such circumstances)

- Basic sanitation (washing and toilet facilities) must be available. 'Very primitive' toilet facilities will generally not be acceptable

- Basic health protection e.g. comprehensive First Aid kits; measures available to avoid malaria (mosquito nets available; mosquito repellents and anti-malaria drugs available; written guidance on avoiding infection etc.) etc.

- Electrical power supply essential; landline telephone connection essential; land based internet connection essential (note - telephone & IT connections via satellite are acceptable, but there must be an available, suitable and reliable satellite to connect to, of course!)

Forward GO Kit

For the Forward GO Kit, perhaps the best way for a particular airline to review what might be procured - is to look at another (real) airline's Forward GO Kit (as per the **second** [*other*] **extreme** mentioned in the second para of the previous page) - and then decide (mix and match) which bits of it might be suitable for its own specific circumstances (see Appendix D [see page 66] for details)

Specialist Equipment (*other than GO Kit*)

GO Team personnel possibly required to take their own 'specialist' equipment (e.g. Engineers, Air Accident Investigation Team, ICT, Emergency / Crisis Response Planning, Medical [and / or Health & Safety] etc.) shall activate *pre-planned and tested / rehearsed* procedures - for such equipment to be called forward / collected from storage and loaded on to the GO Aircraft. Documented procedures and checklists for such pre-planning and exercising are to be noted in the relevant CSU and / or equivalent emergency response plans. Pre-prepared air waybills, packing inventories and / or cargo manifests etc. - for such equipment (including identification and description of any dangerous goods) are to be maintained 'current and correct' at all times

Potential **Forward** GO Team Staff - *Boots*

All potential members of the *Forward GO Team* should supply themselves with a suitable (strength, durability, comfort, protection, waterproof, breathable etc.) *pair of boots - which have already been well 'broken-in' by the owner*. Spare laces should be carried. Boots should be procured (and budget provided) via the relevant CSU Emergency Response Plan Representative. *Crisis Planning Section will advise on and publish more specific specifications*

GO Team **Vaccinations** & **General Health** Information

ALL potential GO Team members should be routinely vaccinated / boosted / dosed against the following (all vaccinations should be current for the expected deployment duration):

- Measles, Mumps & Rubella - MMR / MMRV (if not done as child) (combined vaccination)

- Tetanus / Diphtheria / Pertussis (whooping cough) - TD / TDAV [combined vaccination]
- Polio - SABIN IPV
- Hepatitis A and Hepatitis B [combined vaccination]
- Typhoid
- Yellow Fever (**Mandatory** in all circumstances)
- Malaria (as it becomes available [still on a 'trials' basis in 2021])
- Covid-19 Coronavirus

Other vaccinations (e.g. Rabies, Japanese Encephalitis, Meningitis etc.) may be required for some deployment regions. Medical and / or Health and Safety CSU(s) shall manage same accordingly

Note - It is an unfortunate fact that some airlines willing to fund a comprehensive GO Team - balk at providing / paying for world-wide vaccination cover for same. This is almost certainly a false economy as the inability to deploy an airline GO Team, due to lack of appropriate vaccinations, is counter-productive - to say the least

In many cases the full range of required vaccinations will *not* need to be administered as some airline employees already require vaccinations in order to undertake their normal duties (e.g. aircraft crew; staff travelling regularly on duty etc.) and many others will have been vaccinated (to a greater or lesser degree) at their own choice and expense e.g. for vacation travel purposes

The Medical / Health & Safety CSU Plan(s) shall provide for particular measures required to ensure the health and medical suitability of all potential members of the *Forward* GO Team. This will include e.g. vaccinations and screening medicals. Such team members retain responsibility for ensuring that they receive the appropriate medical service and advice, *prior to* GO Team deployment - and for advising the Medical / Health and Safety CSU(s) of any current and significant medical conditions e.g. diabetes, epilepsy, cardio-vascular, mental health etc.

All potential members of the *Forward* GO Team should be qualified, current and advanced *First Aiders*. Medical / H & S CSU is responsible for ensuring that this is accomplished and maintained

All potential members of the *Forward* GO Team **MUS**T be fully trained, certificated (current) and versed in all aspects of accident site *blood borne pathogen* protective procedures in accordance with associated regulatory, best practice and current airline policy. Medical / H & S CSU is responsible for ensuring that this is accomplished and maintained

Appropriate certificates (e.g. blood borne pathogen training certificate; vaccinations record; first aid certificate etc.) are to be carried by **ALL** concerned when deploying with a GO Team. Deploying GO Team members not having such valid and current certificates should expect the possibility of being denied travel in certain circumstances

Required anti-malarial (and other, required drugs as appropriate), together with other relevant treatments, equipment, medication and medical supplies, in sufficient quantities, will be obtained as applicable to 'actual circumstances on the day' e.g. prior to departure of the GO team (e.g. pre-procured and stored as a nominal part of the GO Kit) or e.g. as soon as possible upon arrival of GO Team at destination. Medical / H&S (or equivalent) CSU shall ensure that an appropriate procedure(s) is in place for ensuring procurement and resupply of same can be reliably and expeditiously accomplished

Involvement with **Other Airlines**

In the event of an ABCX Airways alliance / code-share etc. partner airline (being the operating airline / carrier) having a major accident, where ABCX Airways customers are known or suspected to have been on board, protocols should have been **pre**-prepared for the operating airline to immediately advise the ABCX Airways Operations Control Centre accordingly

An ABCX Airways senior management team (including the 24H on-call Crisis Director and his / her deputy) will assess the situation and decide / promulgate the type of *ABCX Airways* response required. In all cases, there **will** be a response, ranging e.g. from a full **RED** Alert activation - to provision of a small team to oversee ABCX Airways responsibilities to its customers and their families, relatives & friends

A full or partial ABCX Airways GO Team **might** be deployed, depending on circumstances

Where the greater majority of persons on board the accident flight are ABCX Airways customers, then ABCX Airways shall request from the 'other' aircraft operator that it (ABCX Airways) takes lead responsibility for dealing with the *humanitarian assistance aspects* of the emergency response

See [*separate* document] CRPM Part 1 (ERP) / Volume 8 - '*Integrated Emergency Procedures*' - for more information on this subject

Air Accident Investigation Authority / Agency

Air accident investigations are typically conducted under the 'control' of the relevant regulatory bodies of the "State of Occurrence" (i.e. the country in which the accident occurred) and / or the "State of Registration" (i.e. registration country of the accident aircraft) - as appropriate

As ABCX Airways aircraft are registered in the UK they fall under the auspices of the UK Department for Transport (DfT) and the Civil Aviation Authority (CAA). Air accident investigation in UK is, in turn conducted by the '*Air Accident Investigation Branch* (AAIB)' - alone or in conjunction with equivalent (invited) national authorities and / or their 'expert' representatives - as appropriate

If an accident occurs to an ABCX Airways aircraft in a non-UK country, the air accident investigation is typically undertaken by that country's equivalent of the AAIB (with the AAIB being 'invited' to participate). Lack of such an invitation should **NOT** prevent rapid deployment of the ABCX Airways GO Team to the local (general) area of the accident site itself (remember - the GO Team has vital functions to perform locally - particularly as related to the provision of *humanitarian [family] assistance*). Furthermore, it is likely that ABCX Airways itself would be invited to provide a representative to the investigation. Indeed, it is possible that the AAIB rep could deploy to / near to the accident location, on the airline's GO aircraft itself - if that is the quickest way of getting there

The **Media**

A good working relationship with the 'Media' is vital for any airline responding to a catastrophic aircraft accident type situation. Accordingly, the ABCX Airways Crisis Director (CD), as advised by the (Crisis) Communications Controller, will consider inviting (limited in number and specifically selected) members of the UK media to travel with a deployed GO Team

Should this happen, a suitably experienced member of the airline's Corporate Communications / PR department will act as 'permanent liaison' with such media personnel, throughout the period of the deployment. Where possible, practicable - *but always in the interests of all who might be adversely affected by the consequences of a major accident* - the airline will consider facilitating the on-site work of any media personnel deployed with the GO Team e.g. a work space with appropriate communications and ICT facilities; access to accident location (with appropriate permissions) etc.

Muslim Countries & Similar Situation Circumstances

If deploying to an orthodox Muslim country, female members of the GO Team should take and wear a suitable head cover (head scarf) and also observe other common sense measures accordingly e.g. cover the shoulders, no bare midriffs, no mini-skirts, shorts, tight clothing etc. Men should consider similar implications i.e. no shorts or cut-off vests etc.

Muslim country or otherwise, all GO Team staff must respect local laws, customs and culture. The (GO Team) Ops Support & Admin Manager will provide appropriate briefings / seek further local advice on this matter, as required

GO Aircraft / Flight - Check-in

It is assumed here that the GO team flight will depart from an appropriate *pre-planned* airport (with appropriate first & second choice back-up airports - re situations when the first choice airport might not be available [e.g. due bad weather])

It is vital that ABCX Airways jointly pre-plans, maintains and regularly practices the appropriate procedure for the check-in and departure of the GO Team etc. - with said airports - particularly covering check-in + immigration, security and customs clearances - not forgetting clearing and loading of the GO Kit and any specialist equipment

The overriding intention is to *get the GO Team in the air as quickly as is humanly possible 'on the day'*. This joint pre-planning and practice process will inevitably throw up issues which need to be addressed for such 'non-normal' situations e.g. the below happened in reality - i.e. it is *not* fictional:

The GO Team aircraft's destination and en-route airport(s) could *not* be entered into the departure **airport's** check-in system - as said destinations were not in the associated database (as the departure **airport** did *not* routinely conduct ops to / from those destinations). Thus the flight could not be created in the 'system' - meaning that the associated documentation (e.g. boarding cards, passenger list etc.) could not be issued etc.

The airline concerned subsequently worked with the airport to firstly update the database, such that most airports (of a certain runway length or over etc.) in the world were included...................and secondly - that check-in staff were fairly regularly trained and exercised in how to rapidly 'create' such ad hoc flights 'in the system'

GO Aircraft - En Route

Regular crisis related situation reports (SITREPs) are to be passed (typically from CMC / airline ops control at HQ) to LGT / alternate person - whilst the GO Aircraft is en route. Methods of doing this include e.g. via GO aircraft cockpit SATCOM / ACARS / HF radio etc. (as available); via on-board passenger cabin communications systems (e.g. personal telephone; seat telephone - as available)

Where use of flight-deck comms is anticipated, the Flight Operations CSU at airline HQ shall request dispensation from the appropriate Civil Aviation Authority (and / or equivalent) for relevant GO Team Managers to be given access to the GO aircraft's flight deck - as appropriate

Where passenger seat telephones might be used, GO Team *pre*-planning should ensure that an appropriate method of operating (and paying for) such calls has been put in place e.g. sufficient pre-paid phone cards issued to GO Team Managers before departure etc. As mentioned, GO Team and personal mobile / smart phones may also be used on board - subject to aircraft technical capability in this matter - and the associated 'rules' for use and payment of same

GO Aircraft / Flight - **Arrival at 'GO Team Airport Nearest'**

General

Upon arrival at the accident airport / airport nearest accident site - as many as possible of Leader GO Team, Investigation Manager, Humanitarian Manager, Ops Support & Admin Manager, Humanitarian Assistance Team Co-ordinator and Crisis Communications Manager - will report to the airline's *Local Accident Control Centre* (if there is one - see note below) for a full briefing by the local ABCX Airways Station Manager (or equivalent airline representative e.g. GHA)

The remainder of the GO Team will remain on-board the GO Aircraft under the supervision of the deputy Ops Support & Admin Manager or equivalent person

Note: the '**Controller** - **LACC**' (C-LACC) will typically be the ABCX Airways *local* Station Manager, if the accident occurs on or near to an 'on-line' airport ('C-LACC' is the latter's emergency response title). If a Station Manager is not available, a suitable and appropriate airline representative (e.g. GHA) should act as C-LACC

The LACC itself will probably be located in the Station Manager's etc. own, local (airport) office

At airports where ABCX Airways does not have any representation - *there will be no C-LACC or LACC and, accordingly, no one to provide a briefing - except possibly on an ad hoc basis e.g. from the* **airport operator**

After briefing (if any), the aforementioned group will return to the GO Aircraft and, in turn, brief the remainder of the GO Team, including providing them with instructions and directions (as available) to e.g. local deployment / operating areas; accommodation (board and lodging); transportation; shifts; safety & security; details of local airline reps; details of other (local and relevant) emergency response organisations; local protocols / custom / culture etc.; local 'hazards'(including health hazards) etc. All of these arrangements (and more) might require *"very flexible"* handling

Once the GO Team and GO Kit etc. has * disembarked / been unloaded from the GO aircraft, it will be the responsibility of the ABCX Airways HQ based CD and the deployed LGT to determine when (if) to release the GO Aircraft and crew back to normal airline service

* Copies (translated as required) of *ICAO Annex 9, Chapter 8, paragraphs 8.42 to 8.48* (a copy is available at Appendix C [see page 64] to *this* document) should be provided to appropriate GO Team managers. Where difficulties are encountered in 'landing' the GO Team and / or GO Kit, a copy / copies of said document should be provided to the 'appropriate authorities' and (where necessary) the intent and the need for compliance with same explained ………………and appropriate 'co-operation' requested. Appropriate translation services might be required to effectively and efficiently accomplish the above

Local 'ABCX Airways' Liaison Person or Representative / Equivalent (where appropriate)

Where possible and practicable so to do (and preferably before arrival of the GO Team at its final destination) a suitably senior, experienced and knowledgeable *local* airline / GHA / other 'appropriate' *liaison person* (based at or near that destination) should be engaged by airline HQ / whoever, in order to provide support, facilitation and 'local knowledge' to the GO Team upon arrival

(A generic GO Team '*requirements document*' associated with the engagement of such a 'liaison person' should be *pre*-prepared by the airline - so as to be ready for immediate transmission to 'wherever' it might be needed [the 'requirements document' is effectively a 'guide' as to what the airline expects of said engaged liaison person])

Said liaison person should ensure that (insofar as is possible & practicable so to do) information on e.g. local communications, facilities (including appropriate accommodations), transportation, monies, equipment, translators, personal health, safety & security, passes and permits, local and relevant law / custom / culture etc. - is provided / made available to the GO Team. He / she should also facilitate organising joint meetings and liaison between (appropriate members of) the GO Team and other participating / responding local agencies, local government organisations etc. - as required

Where local airline (ABCX Airways) representation is *already* available at a GO Team destination - the appropriate person (Station Manager; GHA Manager; equivalent) should have *already* (as part of his / her ABCX Airways ERP *pre*-planning requirements) *pre*-arranged for all of the above - and also *pre*-prepared 'local information' packs for use by GO Team managers / team leaders (upon local arrival)

Note - great flexibility might be required re all of the above, as there might well be no appropriate local representation / liaison whatsoever at the GO Team destination airport and / or region. In such circumstances, the Leader GO Team and his / her management team will decide on the appropriate course(s) of action to take

GO Team - Establishing the '**Deployed Operations Control Centre**' - DOCC

If not already accomplished prior to GO Team arrival at final destination, LGT (assisted by the Ops Support & Admin Manager, Procurement CSU Rep and any other person(s) as appropriate) - shall, as a priority, identify and procure a suitable facility which can be readily adapted to become the deployed GO Team's *operational* headquarters. This can range e.g. from fully furnished, equipped and serviced offices - to a tent, depending on the many, variable circumstances of the deployment

For example, the '*GO Team - Deployed Operations Control Centre - DOCC*' (to give it its title) will typically be located e.g. in a 'co-opted' business centre in a hotel; in a hotel suite of rooms; in some other suitable hotel facility; in a public building loaned or rented for the purpose (e.g. a library); in commercially rented premises; in a tent etc. GO Kit equipment will be used in the DOCC where available. Any supplementary equipment and facilities required shall be rapidly procured locally, if possible - and / or 'made available' in due course via airline HQ and / or the local liaison person

Note - an ideal (generic) 'floor plan' and required 'equipment plan' template for a *typical* DOCC should be *pre-prepared* by ABCX Airways in anticipation of GO Team deployments. When the latter occurs, such 'plans' should be transmitted immediately to the GO Team destination, requesting that a responsible person (e.g. the liaison person documented at the top of this page) 'starts things off' - whilst the GO Team are en route (Reminder: Where the destination airport is an ABCX Airways 'on-line' destination, all of the above should have already been pre-accomplished of course)

A Typical **'Worst Case'** GO Team Deployment Scenario

For ABCX Airways consideration when PRE-planning for GO Team Deployment

Pre-Deployment and Deployment Phases

By 'definition' deployment of a GO Team requires travel away from airline HQ / home base / main airport hub area - and possibly (probably) away from home / main base *country* too. Deployment might be long distance, long duration, possibly under basic (*or even very basic*) living and / or extreme weather etc. conditions, with all that this might entail - both at individual (personal) and responding team levels

Deployment may be by air; by surface transport - or via a mix of both

Potential GO Team deployment considerations typically include: (*This list is far from exhaustive!*)

- Where is the GO Team to deploy to, how is it going to get there and how long will it take?
- Dangers, risks / threats etc. associated with the GO Team deployment?
- Who and how many will deploy?
- Who will be 'in overall charge'? (Leader GO Team and deputy)
- Are GO Team selectees current and exercised in the appropriate / required competencies?
- Are required GO Team plans, procedures, checklists etc. - available, current, fit for purpose?
- The need to rapidly complete all relevant pre-departure requirements?
- What will the GO Team take with them? (For example professional and personal equipment / paperwork / documentation; personal *protective* equipment; medications; finance etc.)
- GO Kit to deploy along with the GO Team?
- What operations / services / roles / responsibilities will deployed staff undertake / deliver?
- How to communicate with those deployed? (on both a 'team' and 'individual' basis)
- What on-going airline HQ support might the GO Team need when deployed?
- Who maintains normal business ops etc. at airline HQ - during GO Team deployment?

ABCX Airways - *Accident Scenario* (See also App F [page 73] for a schematic version of this Scenario)

The accident is assumed to take place at a relatively *remote* location, the local area of which (but *not* the actual accident location itself) is accessible by *surface* transport (4 wheel drive recommended) via a *1.5 to 2 hour overland motor journey* (on unmade / unsealed roads and tracks) from the small *town* nearest to the accident location (there are no other habitations between these two locations)

Military helicopter access is available to the *actual* accident site itself, taking about *45-50 minutes* per one-way journey from nearest (*only*) airport available, latter being very close to the *main city* of the country in which the accident occurred. The only other way to access the *actual* accident site itself is by foot (human, horse, donkey etc.)

Trucks and a limited number of buses and taxis are available (at the *town* nearest to accident site's approximate location) to deploy the *Forward GO Team* (when it eventually arrives) and to evacuate uninjured victims from the nearest ground transport accessible location (to the accident site itself) which is suitable for this purpose (in this scenario - the latter is assumed to be located at the *base area* of the mountain, into which the accident aircraft has crashed - see next paragraph)

The *accident site* is located on the side of a mountain, some 2000 feet above & a one and a half hour brisk walk, from the *base area* of that same mountain - the latter location being the 'end of the road' for surface (motor) transport from the nearest *town*. As mentioned, the only ways into & out of the actual accident site location itself are by foot / horse / donkey etc. - or via (military) helicopter. The *base area* of the mountain is around 5,000 feet above mean sea level (AMSL). The mountain itself rises to around 9,000 feet AMSL at its peak

The accident site's immediate terrain is not conducive to anything other than the most basic of camps. However, the area at the *base* of the mountain (end of the road from *town* nearest) *is* suitable for the set up a **Forward** *GO Team* main base camp (Field Control Centre [FCC])

The nearest (and *only*) suitable airport (for ABCX Airways GO Team use i.e. 'GO Team *Airport Nearest*') to the accident site is around a *1 hour* road journey (by car etc. - and on a good road) from the *town* nearest to the accident site (geographically, all surface transport from the *main city* to the *base of mountain area* **must** route via this *town*). The airport itself is located very close to the **main city** of the country and is also the only base from which the military helicopters operate. No other helicopters are available. This airport is approximately 5 to 6 hours flying time from UK. ABCX Airways does not routinely operate to this airport / country. The only major hospitals in the country are located in the *main city*. The country has no other suitable airports for ABCX Airways use

The *town* nearest the accident site is a typical provincial settlement in a "developing" country. Hotel accommodation is *very* basic and limited. However, there are sufficient alternative accommodation sources available to house elements of the **Rear** *GO Team* (e.g. schools, mosques, churches, local government buildings, sports facilities, people's homes etc.)

The *town* nearest the accident location has a basic public telephone system - but access to fax, photocopier, internet etc. - is limited. International communications are often 'problematic' - e.g. mobile / smart phone communication is possible but highly subject to gaps in coverage / signal

Food, fuel, transport etc. are readily available at the *town*. Food is 'local!' Water supplies from all sources (except bottled water) require purification before consumption (bottled water supplies are limited). The local electrical supply is 'spasmodic'. Banking / finance infrastructure is poor and bureaucratic e.g. there are very few ATM machines available in the country (they are all in the *main city*). Emergency services and medical infrastructure are 'basic' although some logistical assistance is available at a national level, generally provided by military and paramilitary resources

The associated political / government system is somewhat ineffective & inefficient and prone to red tape - particularly concerning e.g. immigration / VISA procedures (facilitation), freedom of movement etc. Associated corruption is problematic

The local (main) religion is fairly strictly observed by government and citizens alike and is a major consideration for the deployed GO Team

The climate at the time of the accident is cold / wet i.e. fairly frequent rain with average daytime temperature maximum of 10 degrees centigrade and night time minima of freezing - and often significantly lower. Heavy snowfall is fairly common. Dawn is at 0730 local time and dusk at 1730. Helicopters cannot fly at night in the area of the terrain concerned

The accident aircraft was carrying 250 passengers & crew and was 60% destroyed by post-impact, fire. The aircraft crash landed at 1000 (am) local time. Weather was fine, temperature 8˚ centigrade

Emergency services (via ATC) were alerted by the pilot before the crash landing took place. Victims can be assumed to comprise 100 dead, 50 seriously injured and 100 uninjured. The majority of victims are of Western European nationality. There are no ground victims

The immediate area of the crash site itself is heavily contaminated with fuel, body fluids (biohazard) and other dangerous materials. Permitted 'dangerous goods' were carried on this aircraft - being ammunition, flammable liquids, aerosols and corrosive substances

Initial 'rescuers' from the military start arriving (by helicopter) on site within 90 minutes of accident occurrence. Helicopter **CASEVAC** (to hospitals located **only** in the *main city* of the country) of the *seriously injured* commenced soon after. Four helicopters are deployed (all that is available) - each capable of carrying 5 stretcher cases at absolute maximum load. *Uninjured* survivors are *eventually* (including after dusk) led down (in groups of about 25) from the accident site (by military rescue personnel and local guides / volunteers) to the mountain's *base area*

A significant number of uninjured crew and pax have 4 / 5G smartphones, capable of intermittent reception of workable signals - and they are actively using them to communicate with their family, relatives & friends - and to also post associated text, images and video on social media sites etc.

The International Media start to arrive at the *town* nearest the accident site at about the same time as the **Forward** *GO Team* and designated elements of the **Rear** *GO Team* (being at about 2200 [pm] local time, on day 1 of the accident). Some Media also eventually make their way to the *base area* of the (accident) mountain that same evening

The balance of the **Rear** *GO Team* remains in the *main city* (deploying to hospitals; mortuaries; helping to set up and man 'emergency' reception centres etc.)

The **Forward** *GO Team* sets out immediately for the mountain *base area* and accident site. The **Rear** *GO Team* prepares for action - both in the *main city* and at the *town* nearest the accident location

By dusk, almost 50% of the injured had been helicoptered off the mountain to hospitals in the *main city*. The remainder of the injured are being cared for, by military doctors and paramedics, in a 'tented' camp at the accident site itself - until the CASEVAC can re-commence at dawn next day

By the end of day 1 all uninjured victims had walked off the mountain. The first group had arrived at the *town* nearest the accident site early evening with the remainder expected to arrive (in groups) before midnight

End of Scenario

We could go on, but the above is a perfectly feasible (if extreme) accident scenario (as at 2021) for a winter flight out of UK to e.g. the Middle East; Indian sub-continent, Maldives etc. Everything described above is 100% possible and feasible

For airline CSUs, HAT etc. - use the * above scenario to come up with appropriate inputs to your own GO Team Plans, aimed at trying to cover the requirements of e.g. the above and similar, extreme (but nonetheless feasible) **catastrophic aircraft accident scenarios**

* '…………………and others scenarios of your own e.g. what if the accident occurs at Male [Maldives] and closes down the single [one and only] runway for seven days. In reality, the nearest, feasible airport for GO Team arrival is Colombo in Sri Lanka - almost 800 km away, with no **land** connection [sea only {ships & sea / float planes}] until the Male airport reopens…………………'

Deliberately Blank

ABCX AIRWAYS - ANTICIPATED UTILISATION OF A DEPLOYED GO TEAM - by roles & responsibilities

Note 1: Where possible and available, Leader GO Team shall ensure that * appropriate Crisis Support Units deploying as part of the GO Team, take with them suitable photographs (and any other form[s] of corroborating evidence) - in case of the need to attempt initial (unconfirmed) visual identification of deceased and / or hospitalised crew and other ABCX Airways *staff* (and possibly staff families e.g. on vacation) believed to have been on board the accident flight. Where this is not possible in the shorter term, the appropriate information is to be delivered (by the airline) ASAP to the deployed Leader GO Team

* Appropriate CSUs are expected to include:

- Flight Operations (i.e. for flight crew)
- Customer Services / Service Delivery / Cabin Services etc. (i.e. for Cabin Crew)
- Engineering (i.e. for any aircraft maintenance engineers on board)
- HR (i.e. for any other airline or related staff / persons on board - e.g. duty travel, vacation travel, interline travel etc.)

Note 2: Where appropriate, similar information should be requested from code-share & other partner airlines believed to have had any of their own staff etc. on board the ABCX Airways accident aircraft

ABCX AIRWAYS - Anticipated utilisation of deployed GO Team - by roles & responsibilities

NB: - each 'role / position / title etc.' documented below shall maintain a comprehensive, accurate and clear record of events (i.e. a log or equivalent written and / or electronic record) whilst deployed. **THIS MUST BE DONE** - and the logs handed in to Leader GO Team at the end of the deployment

GO Team **Management**

Manager	GO Team Deployable?	Potential Duties when Deployed
Leader GO Team	**YES**	▪ Overall lead of GO Team - reports directly to ABCX Airways Crisis Director at airline HQ ▪ (Exceptionally) acts as on-site 'Company Spokesperson' if so trained, so directed and so briefed ▪ Procedures covered in CRPM Part 1 / Volume 5 (i.e. elsewhere in the document now being read)
Ops Support & Admin Manager	**YES**	▪ Responsible for (deployed) crisis operations and administration - plus *expert* support & advice of / to entire GO Team ▪ Usually a specialist / expert from the Crisis (Emergency) Response Planning section or a specially trained equivalent ▪ Procedures covered in CRPM Part 1 / Volume 5 (i.e. elsewhere in the document now being read)
Investigation Mgr.	**YES**	▪ Responsible for leading *airline's* GO Team (deployed) aspects of any Air Accident Investigation ▪ Will usually be the airline's Flight Safety Manager and / or Flight Safety Officer(s) ▪ Procedures covered in Flight Safety Manual / Safety Management System (SMS) Manual etc. (separate documents)
Humanitarian Mgr.	**YES**	▪ Deputise for Leader GO Team ▪ Responsible for all deployed humanitarian / people / welfare etc. aspects - including ultimate oversight of airline and contracted third party Humanitarian Assistance operations ▪ Procedures covered in CRPM Part 1 / Volume 3 (separate document)
Airline Spokesperson	**POSSIBLE**	▪ Spokesperson will deploy for major crisis / high media interest situation ▪ Procedures covered in Crisis Communications Plan - CRPM Part 1 / Volume 9 (separate document) ▪ Leader GO Team might be able to assume this role in certain (exceptional) circumstances

GO Team **Crisis Support Units**

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
Airport Ops	**YES**	▪ Liaison with ABCX Airways CMC Airports (Ground Ops) Desk at airline HQ ▪ All forms of specialist 'airports' support for accident station OR 'airport nearest' to accident location AND / OR other appropriate airport(s) ▪ Welfare (in all its forms) for Airports staff involved at / near crisis location - plus any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
Cargo	**POSSIBLE**	▪ Liaison with ABCX Airways CMC Cargo Desk at airline HQ ▪ Liaising with appropriate, **local** stakeholders (shippers, owners, insurers etc.) re the cargo / baggage / mail / livestock etc. - on board accident aircraft ▪ Oversight of cargo recovery / salvage / removal at crisis location ▪ Welfare (in all its forms) for CGO staff involved at / near crisis location - plus any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
Customer Services (Cabin Crew)	**YES**	▪ Liaison with ABCX Airways CMC Cabin Crew Desk at airline HQ ▪ * Cabin Crew aspects of Air Accident Investigation - as required (together with deployed ENG, Flight Ops and Flight Safety CSUs) ▪ Direct liaison with any deployed Cabin Crew Peer Support Team (HAT) - in conjunction with GO Team HAT Co-ordinator ▪ Welfare (in all its forms) for Cabin Crew involved at / near crisis location - plus any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team * Reporting line when deployed for *investigation* work is **1**) to Investigation Manager & **2)** to Leader GO Team

CSUs - continued

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
Aircraft Engineering	**YES**	▪ Liaison with ABCX Airways CMC ENG Desk at airline HQ ▪ Provide aircraft engineer representative to any ABCX Airways 'Crash Site Team' - if appropriate ▪ * ENG aspects of Air Accident Investigation (together with deployed Cabin Crew, Flight Ops and Flight Safety CSUs) ▪ Local liaison & support (e.g. with insurer's 'hull loss adjustor') concerning aircraft recovery / salvage / removal ▪ Direct liaison with any deployed ENG Peer Support Team (HAT) - in conjunction with GO Team HAT Co-ordinator ▪ Welfare (in all its forms) for ENG staff involved at / near crisis location response + any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team * Reporting line when deployed for *investigation* work is **1)** to Investigation Manager & **2)** to Leader GO Team
Finance	**YES**	▪ Liaison with CMC FINANCE Desk at airline HQ ▪ Deploy with sufficient amount of hard funds (cash), lines of credit etc. ▪ Use the appropriate GO Team (crisis) budget / budget code to manage and guide local financial activities ▪ Identify and procure *local* sources of funds, lines of credit etc/ ▪ Issue 'guarantees of payment' e.g. for medical / hospital bills; hotel accommodation; other required purchases etc. ▪ Oversee & advise on disbursements, payments, per diems, 'pocket money', credit card & other GO Team expenditure ▪ Track and record all local GO Team expenditure ▪ Oversee FIN CSU aspects of 'Immediate Economic Needs' payments - together with deployed Insurance & Legal CSUs ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team

CSUs - continued

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
Flight Operations	**YES**	▪ Liaison with CMC Flight Operations Desk at airline HQ ▪ *Flight Operations aspects of Air Accident Investigation (with deployed CS, ENG and Flight Safety CSUs) ▪ Direct liaison with any deployed FOPs Peer Support Team (HAT) - in conjunction with GO Team HAT Leader ▪ Welfare (in all its forms) for FOPs staff involved at or near crisis location response + any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team *Reporting line when deployed on *investigation* work is **1)** to Flight Safety Manager & **2)** to Leader GO Team
HR	**YES**	▪ Liaison with CMC HR Desk at airline HQ ▪ Make local (on-site) efforts to identify staff (& staff related personnel e.g. families on vacation) & other, relevant persons - (not including operating crew), who might have been travelling on board the accident flight ▪ HR support and guidance for deployed operations ▪ Welfare (in all its forms) for HR staff involved at / near crisis location response - plus any families & friends living locally ▪ Reporting line when deployed is **1)** to Humanitarian Manager & **2)** to Leader GO Team
H & S / Medical	**YES**	▪ Ensure individual GO Team staff do *not* deploy unless current & complete vaccination (or similar) protection (appropriate to destination) is in place. Similar applies to deploying staff requiring 'blood-borne pathogen' certification ▪ Liaison with CMC Medical / H&S Desk at airline HQ ▪ Monitor and advise on all appropriate (deployed) aspects of Health & Safety (H & S) - including medical aspects ▪ Ensure supplies of required drugs / similar are made available to GO Team as appropriate to destination ▪ Issue appropriate protective equipment to GO Team as required e.g. PPE, mosquito nets, insect repellent etc. ▪ *Where directed by airline - provide appropriate medical / H&S input & guidance to any investigation associated with air accident ▪ Reporting line when deployed is **1)** to Humanitarian Manager & **2)** to Leader GO Team *Reporting line when deployed on *investigation* work is **1)** to Flight Safety Manager & **2)** to Leader GO Team

CSUs - continued

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
Insurance	**YES**	▪ Liaison with CMC Insurance Desk at airline HQ ▪ Local liaison with insurer's representatives (e.g. aircraft hull loss adjustors; cargo, baggage and mail insurance reps etc.) ▪ Work with deployed FIN & Legal CSUs + insurer's local representatives on 'Immediate Economic Payments' issues ▪ Cover all other local insurance issues / aspects e.g. repatriations costs, burial / cremation costs, hospital bills etc. ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
IT (ICT)	**YES**	▪ Liaison with IT department at airline HQ ▪ Deploy with appropriate IT support equipment e.g. laptops, satellite phones, etc. ▪ Provide IT support to the deployed GO Team & arrange for (procure) local assistance, expertise, resources as required - in conjunction with any deployed Procurement CSU & Finance CSU Reps ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
Legal	**YES**	▪ Liaison with CMC Legal Desk at airline HQ ▪ Provide / arrange for legal assistance (or similar) to accident flight's crew if required ▪ Provide legal oversight and support / guidance to all appropriate GO Team activities ▪ Liaise with other (non-airline) legal representation at / near crisis location e.g. legal representation of victims / families; insurers; airport authority; government representatives etc. ▪ Work with deployed CSUs from Finance & Insurance on common issues e.g. immediate economic needs payments ▪ Exceptionally - vet & legally approve all locally originated press releases / statements issued by the Spokesperson / LGT ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
Procurement & Logistics	**YES**	▪ Liaison with CMC Procurement & Logistics Desk at airline HQ ▪ Provide / arrange for / manage - all GO Team procurement and logistics requirements as they apply locally ▪ Work with deployed Finance CSU rep on common issues e.g. expenditure tracking ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team

CSUs - continued (Note - Press Office, HAT & Customers Ops reps may be regarded as CSUs for the purposes of this table)

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
(Flight) Safety	YES	▪ Liaison with CMC (Flight) Safety Desk at airline HQ ▪ Deploy with all appropriate, professional equipment, PPE and required documentation ▪ Lead the (*airline* aspects only) of any air accident investigation ▪ Ensure that all legal, regulatory and best practice requirements are met e.g. Blood Borne Pathogen training requirements, PPE requirements, Medical / H&S requirements etc. ▪ Reporting line when deployed is to Leader GO Team
Security	POSSIBLE	▪ Liaison with CMC Security Desk at airline HQ ▪ Security of airline property - including the accident aircraft + cargo, baggage and mail ▪ Security of appropriate personnel e.g. accident victims plus families & friends, GO Team staff etc. ▪ Security of appropriate facilities e.g. local offices; local hotels for accident flight's crew & passengers + local hotels used by visiting families and friends + local hotels used by GO Team etc. ▪ Invoking 'Special' security measures geographically where same is required e.g. due violence, war zone, terrorism etc. ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team (Note: All of the above must be conducted in association with the appropriate, local security authorities)
Press Office Rep	YES	▪ Procedures covered in Crisis Communications Plan (separate document - CRPM Part 1 (ERP) / Volume 9)
HAT	YES	▪ Procedures covered in CRPM Part 1 / Volume 3 (separate document)
Customer Ops Rep	POSSIBLE	▪ Procedures covered in Tour Operator Incident Plan (separate document & generally applicable to charter [Tour Operator] type airlines / flights only)

Pre-planning / Before Deployment

- Maintain required, minimum vaccination protection
- Ensure passport, ID cards etc. are valid (e.g. renewed at least 6 months before expiry date)
- Know roles and duties within the GO Team (+ ensure any training requirements are met)
- Know aspects of the overall ABCX Airways emergency response plan which affect you
- Keep current in the above two bullet point items (review in depth 6 monthly)
- Know what to do when you get the GO Team alerting & activation message(s)
- Remember GO Aircraft departs within around 3 - 4 hours *or sooner* of emergency alert
- Remember that personal baggage is limited to ***hand baggage sized*** luggage only
- Know what you are going to pack in the way of clothing, toiletries etc.
- Know what you are going to take in the way of cash, credit cards, ID card, *passport* etc.
- Remember Company (crisis 'use' only) credit card (if available)
- Remember mobile/smart phones, chargers, spare batteries, adaptors etc.
- Remember personal medication, sun screen, contact lenses etc.- if required
- Remember to have ready (and take with you) 12 x passport photos of yourself
- Remember to take all forms of valid and current ID, driving licence, vaccination records, 'blood-borne pathogen trained' certificate (as required) etc.
- Plan for who you will tell (work boss, family, friends etc.) about your deployment
- Plan for work & home matters to be taken care of in your absence
- Pre-plan for how to load any specialist equipment (yours) on to GO Aircraft

During Activation

- Listen to alerting message for accident location and weather conditions
- Do ***not*** call back the Operations Control Centre (unless matter is urgent)
- Pack appropriately (e.g. don't pack T shirt and shorts for anticipated cold conditions)
- Take suitable clothing etc. - re the destination's religion, customs & culture
- Take relevant parts of your own emergency plan, check lists, contacts list etc.
- Know your own GO Team deployment procedure i.e. what will happen next (activation)
- Expedite (be quick) - the clock is running ***BUT*** be safe
- Know where to report to and at what time in order to board the GO Aircraft*
- Make the GO Aircraft take off time
- Review again the "Pre-planning / Before Deployment" list further above
- Consider taxi transportation or family / friend ride to departure airport (thus no parking!)
- Report for GO Team check-in as directed (don't forget passport and Company ID)
- Remember, no ticket should be required - i.e. check in as for a charter / 'NO REC' flight
- Double check that your own specialist equipment (if any) gets loaded onto the GO Aircraft
- Go immediately to departures gate, as briefed on check in, taking boarding pass etc.
- If a GO Team manager / leader - ensure that your team (if any) is also at the gate
- If a GO Team manager / leader - report to Leader GO Team at gate, if possible
- Make any last minute personal / company telephone calls whilst at the gate
- Review your emergency roles and responsibilities whilst in flight
- Receive appropriate medication en route, as applicable e.g. 'malaria tablets / vaccination'

see next section below

How to Check In for the GO Team Flight

The below assumes that the GO aircraft has been supplied and will be operated by ABCX Airways itself (this might not always be the case)

- You should have been advised of departure airport, departure date / time and destination airport. You may also have been provided with information re the specific GO Team check-in desk(s) to report to - if not, enquire on arrival at departure airport; see the 'flight display' board; listen to the PAs etc.
- At check in state that you are a member of the ABCX Airways GO Team. Also state your name and provide your Company ID card and your passport (reminder - you should have **hand baggage only**)
- After a minute or two, the check in staff should (hopefully!) return your ID card and passport, issue you with a boarding card and tell you where to go / what to do next

  (Free seating [sit anywhere after boarding] will probably be in operation, **except *for a small number of allocated seats typically located together at the front of the aircraft, for use of GO Team Managers / Team Leaders***. These pre-allocated seats should have been clearly identified / labelled as such. Do **not** occupy any such seat unless entitled / asked so to do - if in doubt ask the GO Team Ops Support & Admin Manager / equivalent person / cabin crew)

- Proceed through Boarding Pass check, (hand) Baggage Search and Immigration
- Make your way immediately to the Departure Gate or other location briefed to you on check in. Do not stop for refreshments, duty free etc.
- Enter correct Departure Gate lounge / other briefed pre-boarding area and check with staff present that this is the correct location for boarding the *ABCX Airways GO Team Aircraft*
- At this point (if not already done), the *Leader GO Team* should locate and identify other GO Team Managers / Team Leaders and brief them accordingly, time permitting. Use of the appropriate PA system at the Departure Gate / Area might assist in this identification task. (If time is a factor, the briefing will be done after boarding)
- Board the aircraft when so directed. Remember not to occupy certain seats unless so entitled / briefed
- Await a "briefing" PA brief from Leader GO Team when on board
- From here on, follow normal airline "passenger" procedures until arrival at "Airport Nearest" accident location
- Basic catering should be provided. No alcohol will be served during the flight
- As a large part of the GO Team might be required for immediate crisis duties after arrival at final destination - you should take every opportunity to obtain rest whilst on board - if circumstances so permit
- As Air Accident Investigation and Media representatives *might* also be on board the same GO Team aircraft, behave professionally at all times. Do not talk to the Media about the accident. Refer all Media queries to the Leader GO Team or the airline's Crisis Communications rep on board (both should be seated at the front of the aircraft)

On Arrival at 'Airport-Nearest' Accident Site

- Report for immediate briefing if advised so to do by Ops Support & Admin Manager / equivalent (This briefing is likely to be held in an appropriate airport location)
- Remain on board GO Aircraft if not advised to attend above briefing
- Receive briefing from GO Team Managers (after they return to aircraft)
- Clear Customs / Immigration / Port Health etc.
- If relevant, retrieve GO Kit & any company specialist / professional equipment
- Be prepared to deploy for emergency duties immediately
- Obtain airside pass, if appropriate to emergency duties (as advised locally)
- Remain with your "group", unless circumstances dictate otherwise
- Maintain regular contact with your Manager or Team Leader if appropriate
- *Prepare for the most basic of living and operating conditions - as appropriate*
- Take care of yourself, both physically and mentally
- Ensure your personal security at all times - insofar as is possible / practicable
- Wear appropriate personal protective equipment as required by circumstances
- Continue any required "medical protection" procedures under the guidance of any Medical / Health & Safety (H & S) staff (or similar) present
- Seek "defusing" (psychological first aid) if necessary via your Manager / Team Leader
- Ensure sustenance and rest is scheduled and taken
- Be professional, patient, courteous and considerate at all times
- Keep in mind always the mental & physical condition of those you are assisting
- Do nothing th mar your own reputation and / or the brand, image and reputation of ABCX Airways

Notes

On arrival at airport nearest accident site, it might be necessary for the GO Team to split into two parts - known as the **Forward** and **Rear** GO Teams. This will typically be done if the accident site is "remote" from the airport of arrival and / or from a 'civilised location'. All of the above assumes a deployment by **air**. The above QRG should be adapted where GO Team deployment uses 'ground' and / or 'over water' transportation

Potential members of the **Forward GO Team** require extra medical protection and screening, prior to deployment. This should have been arranged, as part of GO Team **pre**-planning, by the relevant CSUs - in conjunction with the Medical / H & S CSU. Forward GO Team personnel also require additional, specific training (e.g. First Aid training, Blood-borne Pathogen training etc.) and specialist equipment / clothing

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All potential GO Team members should make xx copies of this Quick Reference Guide. Keep one e.g. in the office, one at home, one in the car, one in your wallet / purse / pocket etc.

Alternatively, Quick Reference Guides for GO Team deployment (**Green** coloured cover [**General**] & **Purple** coloured cover [for **LGT**]) have been printed by ABCX Airways in handy credit card sized (fold up) format - and are also available as a smart phone etc. 'APP'

CSU or similar representatives are responsible for issue of these cards / providing details of how to access the APP etc. – under direction of the airline's Crisis (Response) Planning section

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Appendices

Appendix A1 - EXAMPLE ONLY

Typical **Terms of Reference** - *LEADER GO TEAM* - Responsible to **Crisis Director** at Airline HQ

- Acquire & retain required levels of knowledge stipulated
- Acquire & retain a reasonable working knowledge of Air Accident Investigation procedures
- Meet GO Aircraft take off time
- Ensure a correctly constituted GO Team deploys as required / directed
- Ensure contracted (third) party / parties deploy as required / requested
- Oversee all matters associated with GO Team *arrival* at destination airport and / or at or near to accident location - including (list is not exhaustive):

    o Initial arrival procedures (at arrival airport)
    o Subsequent arrival procedures
    o Briefings (received & given)
    o Security (personal, facilities & equipment)
    o Transport
    o Initiating on-site crisis response / liaison / co-ordination / support operations - etc.
    o Finance
    o Acquire appropriate office (working) accommodation (DOCC)
    o Acquire appropriate domestic (lodging) accommodation
    o Arrange for appropriate sustenance (food & beverage etc.)
    o Medical /+Health & Safety matters
    o GO Team staff **welfare** *in **all** of its forms*

- Ensure that all concerned maintain a full log / record of events throughout
- Manage and support (on-going) *on-site* **airline** emergency response effort - including all aspects of GO Team utilisation
- Act as primary on-site airline link / liaison with the appropriate government (all levels) and other local authorities, agencies etc. - as required
- Oversee GO Team's operations / comms with other, responding agencies e.g. third party response and support organisations (engaged by the airline or otherwise); other airline(s) involved etc.
- Oversee the sourcing, set-up, manning, management & operation of an appropriate *Humanitarian (Family) Assistance Centre* + integral **J**oint **F**amily **S**upport **O**perations **C**entre
- With CD approval + guidance & support from any deployed Crisis Communications team, act as local airline spokesperson (if no 'professional' airline / equivalent PR spokesperson is available)
- Ensure regular, consolidated Situation Reports (Big Picture Report from accident location) are made and forwarded to CD at airline HQ
- Ensure continuation of the "(local) normal airline operation" - circumstances permitting
- In due course - plan GO Team 'exit strategy' in conjunction with CMC staff at airline HQ
- Oversee execution of the exit strategy, as & when appropriate
- Oversee associated 'wash-up' / debriefing / 'what could we have done better' type meetings
- Prepare and submit (to senior management etc.) an associated report(s) etc.

Note - the LGT may delegate any of the above as he / she thinks fit - commensurate with the seniority, skills & experience of those to whom such duties might be delegated

Appendix A2 - EXAMPLE ONLY Typical *GO TEAM Checklist* - Leader GO Team

When reporting for GO Team check-in, LGT should bring hand baggage sized luggage only and a briefcase type bag (+ 1 suit bag / cover - ensuring that dark suit, white shirt and sober tie [or female equivalent / national dress equivalent] are carried)

	Action	☑ ?
1.	Upon initial alerting - check the appropriate (pre-issued and separate) 'LGT - GO Team Quick Reference Guide' to assist with initial actions and preparations	
2.	When so advised - report (take a taxi or get someone to drive you if possible) to nominated departure airport as quickly (but safely) as possible - and oversee check in process for GO Team flight. Check-in yourself	
3.	Contact CMC (*OR* OCC if CMC not yet active) (*insert contact info here xxxxxxx*)& obtain latest crisis situation briefing	
4.	During check-in *OR* whilst waiting to board GO flight *OR* once boarded - locate, identify and brief other GO Team managers (e.g. Ops Support & Admin Manager; Investigation Manager, Humanitarian Manager, HAT Manager, Spokesperson, Crisis Support Unit (CSU) - Team Leaders, any Third Parties deploying with GO Team etc.) Also instruct them to ensure that their respective teams are 'fully present & correct' Note - the above group should all be seated together, after boarding, at the front of the aircraft	
5.	Once boarded, ensure that Captain & Cabin Manager (Purser etc.) are aware of your role - and that Captain understands that he / she might be required to act as your primary on board communications link with the CD at airline HQ CMC, using all and any aircraft communications equipment, as available and appropriate Note - associated Civil Aviation Authority dispensation for access to the flight deck (where appropriate) will have been requested by the Flight Operations CSU at airline HQ	
6.	Double-check that all GO Team members are on board as per *boarded* passenger list	
7.	Check *GO Kit* & any CSU *specialist equipment* has been loaded on to GO Aircraft	
8.	Forward (or otherwise arrange for forwarding) the final & confirmed (passenger) list of **ALL** GO Team staff deploying (not including operating crew) - to CMC at airline HQ	
9.	Obtain updated brief(s) from airline HQ CMC whilst en route, using all appropriate on-board communications equipment - e.g. on flight-deck and / or in cabin and / or as otherwise available (e.g. mobile / smart phone, email, internet etc. use is now available in the passenger cabins of *some* aircraft)	
10.	*Continually update other GO Team managers*, as required - and eventually *formulate an outline action plan for 'after arrival'* at GO Team 'airport nearest' accident site Ensure remainder of GO Team is also briefed in turn - via their managers / team leaders	

11.	On arrival at final destination, and in company with GO Team managers, report to suitable location at / near airport *for initial or updated local crisis briefing*. Remainder of GO Team to remain on board GO aircraft - in the charge of the deputy Ops Support and Admin Manager. Operating crew are also to remain on board, unless required to prepare aircraft for return flight / other operational matters Note: if accident occurs at or close to a regular (on-line) destination airport, then the local airline rep might have already arranged this briefing. Otherwise, it may well be that briefing may need to be arranged 'ad hoc' on arrival - by / with e.g. local Airport Authority; local Emergency Services etc. *It may well be that no such briefing is available at all!*	
12.	On returning to GO Aircraft (after local briefing) brief remainder of GO Team - and then get on with the tasks of e.g. disembarkation; off-loading of GO Kit / specialist equipment / luggage; Customs / Immigration / Health clearances; any initial security & transport arrangements; initial deployment of GO Team staff to various crisis action sites and / or accommodation; finding a suitable location for and setting up / manning of a *'GO Team - Deployed Operations Control Centre - DOCC'* etc.	
13.	Release GO Aircraft and operating crew - if appropriate	
14.	***Establish and maintain suitable welfare facilities / services for all deployed GO Team staff - to include humanitarian, security, health & safety, lodging & sustenance etc.***	
15.	Oversee deployment of GO Team as planned or as circumstances permit. Ensure 24H shift pattern established as required	
16.	Assume following general responsibilities, on behalf of Crisis Director, and as appropriate to actual circumstances (delegate as required): ▪ Locate, set-up, equip, man & operate a 24H 'Deployed Operations Control Centre' ▪ C4 oversight of all *local* (in country) *airline* crisis response activities - particularly those related to the provision of humanitarian assistance type ops. This includes set-up and operation of an appropriate **H**umanitarian **A**ssistance **C**entre ▪ C4 oversight of Investigation, Humanitarian and Ops Support & Admin Teams ▪ Oversight of *local* airline media response ▪ Conduct regular GO Team (and similar) briefings ▪ Maintain communication and liaison with CMC at airline HQ ▪ Act as Company spokesperson to the Media as directed - and if trained so to do ▪ Initiate all and any other action required to establish the effective and efficient conduct of on-going airline and other local emergency response	
17.	Anything else as required by actual circumstances on the day	
	END of CHECKLIST	

This check list should be used as a high level guide only. Huge amounts of flexibility, logic, common sense, imagination, lateral thinking, extension etc. - will be required in its application and scope

Note - all other GO Team Managers are able to operate independently of Leader GO Team - if required. If GO Team "splits" on arrival, *Leader GO Team remains with* **Rear GO Team** element. *Investigation Manager takes charge of* **Forward GO Team** - but continues to report to Leader GO Team. Logistics, administration, welfare etc. - of the GO Team are obviously essential but are outside the scope of this checklist

Appendix B

EXAMPLE ONLY

Typical *GO Team Checklist* (Adapted from a real [de-identified] airline's GO Team ERP)

GO Team - *OPS SUPPORT & ADMIN MANAGER*

	Action	☑ ?
1	On receipt of **RED Alert** message (aircraft accident) - make a note of important details. Particularly note weather conditions in accident region & pack accordingly	
2	Proceed immediately to the airline's Emergency / Crisis Response Planning office. *(Insert below office location & key number(s) etc. - (and where to get it / them from):* …………………………………………………………………………………………………… Ensure you bring with you the following: ▪ Personal kit travel bag & contents ▪ Personal and / or company mobile phone / charger & adaptors / Int'l roaming SIM (as required) + spare battery etc. ▪ Passport + airline ID card + driving license + corporate emergency credit card + personal credit card + cash + personal medication + vaccination record etc. (The [pre-issued and separate] '**GO Team Quick Reference Guide**' provides more detailed guidance on all of the above)	
3	From the other (potential) Ops Support & Admin Managers also reporting to the emergency / crisis response planning office after alerting (as per SOP), ***decide amongst yourselves*** which 2 (two) will take on this GO Team duty (as Ops Support & Admin Manager + Deputy) for *this* particular deployment Thereafter, the "two" will share all duties as per the remainder of this checklist Decide which of the 2 is to be designated as being in "overall charge" Enlist the assistance of other staff present (i.e. the other reporting Ops Support & Admin Managers who have *not* been selected to deploy with the GO Team on this occasion) in the '*pre-flight*' tasks shown below, as appropriate and relevant	

4	There are 37 GO Team mobiles phones in the *right* hand (glass) cupboard, (top two shelves) - located in the emergency / crisis response planning office
	Pack only 32 of these mobile phones / + 32 battery charger connections / + *all* universal plug adapters i.e. take *all* mobile telephones *except* the 5 located to the right hand side of the top shelf, marked with a horizontal "pinkish" colour highlight line mark on the rear label of each phone. (*DO **NOT** TAKE / PACK THESE LATTER 5 PHONES* - as they are allocated to the 'Emergency Call Centre' management team - which will operate from airline HQ)
	Pack 6 SAT phones (4 x IRIDIUM & 2 x THRANE) - **found on last but bottom shelf**
	Pack the 5 memory (USB) sticks found at right hand side of top shelf (they contain a copy of relevant parts of the airline's ERP, including copies of all Station ERPs and copies of all crisis contact lists / directories)
	Pack the 2 Panasonic cameras & the pack of airline seat phone cards (latter in clearly marked brown envelope) - **all on bottom shelf**
	Pack the Sony digital video camera & extras (located in plastic bag near red suitcase)
	Pack a total of 8 radios (2 VHF [IC-A6 & IC-A24] with glass panel frequency selector) + 6 UHF "Walkie Talkies" (word "ICOM" at top front and no glass panel frequency selector) plus all chargers and ancillary equipment - **found on last but bottom shelf**
	Pack 6 x GO Team FOBs (airline IT system - access security device) - **bottom shelf**
	Pack all of the above into the red suitcase and / or other provided bags / suitcases / carryalls etc. - located near to the right hand glass cupboard. (It will take at least 2 persons to carry these bags when packed with the above equipment and below documents / spares)
	Note - It will be necessary to ask for help in transporting these bags to GO Team check-in location (e.g. get a vehicle / taxi / etc. and also enlist the support of the other arriving Ops Support & Admin Managers who will *not* be deploying with the GO Team on this occasion). Get other deploying GO Team staff to help you with these bags *after* check-in
	NB: These bags will need to go into the cabin with you (i.e. *not* in the baggage hold). Arrange this with the **duty Manager Airport Services** (*xxx xxxxxxx*) / **duty Airport Services Manager** (*xxx xxxxxxx*) on check-in. Any problems with this, contact **CMC** (*xxx xxxxxxx*) or **ERP Manager** (*xxx xxxxxxx*) or **Duty Operations Control Centre Manager** (*xxx xxxxxxx*). Also see notes to checklist item 13 further below **NOW**

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

5	Collect and pack:
	
	  ▪ 10 *hard* copies of ABCX Airways Emergency Contacts Directory
	  ▪ 3 *hard* copies of CRPM Part 1 / Volume 5 (GO Team)
	  ▪ A *hard* copy of the ERP for the involved Station (if appropriate / available)
	
	  *The above items are located in the **left** hand glass cupboard*	

6	Collect red Samsonite flight bag containing spare batteries (various types). Note - if the latter come under the category of 'dangerous goods' they should be treated and documented as same accordingly. ***This should have been addressed during the pre-planning phase***	
7	Contact ICT CSU (*insert contact info here xxxxxxx*) and double check that ICT CSU GO Team staff have been activated and will bring along the 6 Crisis Laptops + FOBs + associated mobile / smart phones + any other ICT specialist equipment required for GO Team deployment	
8	Time / circumstances permitting proceed (taking with you everything as described above) to CMC (take a taxi or get someone to drive you if possible) to receive briefing - **BUT** *do not let this delay you reporting for GO Flight* as per below	
9	Proceed to the 'GO-Team Check-in' desks at briefed departure airport (as before, take a taxi or get someone to drive you if possible)	

10	On arrival at the GO Team Check-in desks, double check with airline's Duty Manager Airport Services / Duty ASM (*insert contact info here xxxxxxx*) (OR equivalent person) that ***Airport Services CSU*** (OR equivalent agency e.g. GHA) has activated the ***Go Team check-in procedure*** as per its own CSU Emergency Response Plan i.e.
	
	  ▪ Adequate GO Team express check-in desks set up, manned and signposted
	
	  ▪ Appropriate messages re GO Team check-in and flight placed on Airport FIDS
	
	  ▪ Making of associated Terminal PA messages if appropriate
	
	  ▪ Check in procedure as for a charter flight ('NO REC' procedure) i.e. no tickets required - but boarding cards will issued
	
	  ▪ Details of Boarding Gate being advised to GO Team members by check-in staff
	
	  ▪ Airline & GHA staff deployed at strategic points in the airport in order to guide and assist GO Team members through departure procedures (immigration, security etc.) to the departure gate
	
	  ▪ Immigration, Airport Police / Security, Airport Operator, GHA(s) etc. - all advised of situation ***and requested to offer all and any assistance*** to deploying airline GO Team personnel in the process of boarding the GO Team aircraft	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

11	Monitor the GO Team check-in process. Trouble shoot problems - especially any possible disputes re luggage / specialist equipment - i.e. if anyone has luggage that needs to go in the hold (they shouldn't - but it will happen!) then ensure same is accepted (also see item 20 of this checklist + note 4 on last page of this checklist *now*)	
12	If possible, identify and introduce yourself to other relevant GO Team managers / team leaders i.e. Leader GO Team; Investigation Manager; Humanitarian Manager; HAT Co-ordinator; Crisis Communications (PR) Team Manager; Company Spokesperson; CSU Team Leaders; Managers of any third party representatives etc.	
13	Once you are assured that the check-in process is running smoothly, check in for the flight yourself and proceed to the area or departure gate specified to you at check-in, as quickly as possible The second (deploying) Ops Support & Admin Manager shall continue to monitor and troubleshoot GO Team check-in operations (ensure that you have each other's [reliable] contact details before parting) Note 1 - Keep all GO Team equipment with you (i.e. the equipment you collected from the ERP office). Do **NOT** check it in to the baggage hold. On check-in you should advise the airline's Duty Airport Manager / Equivalent Person of this and ask him / her to arrange official clearance (Immigration, Police, Security, etc.) for you to proceed to the gate & aircraft with the bags. Use a baggage trolley to transport the bags Note 2 - Speak to the Purser / Cabin Manager on boarding and get him / her to stow the equipment (in the cabin) in a safe and secure location (make sure that you know where this is) Note 3 - Second Ops Support & Admin Manager shall ensure that he / she also checks-in, in enough time sufficient to board the GO Team aircraft	
14	Identify the airline's Airport Services staff member (OR equivalent airline representative) acting as Departure Gate Supervisor and introduce yourself. Explain that you are the airline 'co-ordinator' for the Go team, and request that he / she keeps you updated on all aspects re the readiness of the Go Aircraft for boarding	
15	If not done already, identify and make contact with other Go Team managers / Team Leaders	
16	Brief (remind) Go Team Managers what is expected of them (in very general terms) & check to see if Leader Go Team wishes to have a briefing before boarding (i.e. using e.g. Gate PA system). Facilitate this briefing as required Note - such briefing must not delay boarding of the aircraft. The briefing can be conducted on board the aircraft if necessary	
17	Deliberately Blank	

18	Double check that the following are (or will be) loaded onto the GO aircraft: ▪ Go Kit (Forward and Rear) - **via airline's Cargo CSU** (*insert contact info here xxxxxxx*) (OR equivalent person[s]) ▪ Any other CSU specific kit (e.g. Medical Services CSU - *insert contact info here xxxxxxx*, ENG CSU - *insert contact info here xxxxxxx*) etc. ▪ Catering - **via Catering CSU** (*insert contact info here xxxxxxx*) (OR equivalent) and / or **via Purser / Cabin Manager**	
19	When GO aircraft is ready for boarding, arrange for GO Team Managers & Team Leaders to board first (see check list item 20 below **now**) Once above completed, arrange for boarding of remainder of Go Team (on a free seating, ***first come first served basis***, including any ***not already allocated*** F/J class seats if available) Remind crew / flight dispatcher that "free seating" is in place and ask them (tactfully) to ensure that weight and balance requirements will be met accordingly (this may involve some reseating) When aircraft is boarded, ensure (double check) that airline's - Airports CSU (*insert contact info here xxxxxxx*) and / or Departure Gate Supervisor and / or 'whoever' immediately sends an updated GO Team passenger manifest list to the airline's ***CMC Airports Desk***, ***Ops Control Centre Duty Manager*** and ***Visa Services / Industry Travel*** CSU (all located at airline HQ). Email addresses and FAX numbers for all of these are: …… …… etc. **COMPLETING THE IMMEDIATELY ABOVE REQUIREMENT IS IMPORTANT** (double check with whoever *[insert associated contact info here xxxxxxx]* that this has been done and that the transmitted information has been received)	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

20	Ensure that the following are seated at the front of the aircraft (normally in F / J class [as available], closest to cockpit and Purser's / Cabin Manager's station [account for upper and lower decks if aircraft is B747 or A380])	

       ▪ Leader Go Team (x 2)
       ▪ Ops Support & Admin Manager (x 2)
       ▪ Humanitarian Manager (x 1)
       ▪ HAT Co-ordinator & Deputy (x 2)
       ▪ Investigation Manager - Flight Safety (1 or 2)
       ▪ Company Spokesperson (x 1)
       ▪ Crisis Communications (PR) senior rep (x 1)
       ▪ Flight Ops rep - *Forward* Go Team (x 1) *
       ▪ IT Rep - *Forward* Go Team (x 1) *
       ▪ ENG Rep - *Forward* Go team (1 or 2) *
       ▪ Medical - *Forward* Go team (2 i.e. Doctor + Nurse) *
       ▪ Security rep - *Forward* Go Team (x 1) *
       ▪ Any (external) third party support managers (1 or 2)
       ▪ Civil Aviation Authority (Air Accident Investigation) Rep (x 2) (as appropriate)
       ▪ Spare (x 2) e.g. for invited members of the 'media'

24 seats to be blocked off for the above purpose by Airports Services / Crew, as directed by *you*, prior to boarding i.e. *at the check-in stage if possible*

* Note - if "accident site" is *not* remote, the Forward GO Team concept will *not* be applicable and the seating reserved for such above (except for Investigation Manager) will *not* be required

Those who *would* have been assigned to a Forward GO Team (**if** it had been required) will now simply form part of the integrated airline GO Team - and the terms 'Forward' and 'Rear' GO Teams will not be applicable or used

21	Arrange to identify yourself and Leader GO Team to the Captain and Purser / Cabin Manager, and inform them that *you* are the overall co-ordinator / facilitator for this Go Team (but not the person in charge [introduce LGT at this point]), and request that any relevant issues concerning the GO Team *flight* should be brought to your notice immediately	

Notify the Captain that it might be necessary (with his / her permission) for certain GO Team Managers to use the flight deck satellite phone and / or ACARS and / or HF radio etc. (as appropriate) whilst en route - and that his co-operation in this is requested.

Also advise him / her that *dispensation for this will be obtained from the Civil Aviation Authority* - by the CMC Flight Operations desk at airline HQ - and that he / she will be advised accordingly when this has been successfully done

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

22	Once boarding is completed and aircraft doors closed - make a note of all the GO Team Managers, CSUs and third parties represented - and check them against the passenger list at Attachment yy or zz etc. If any are missing, call CMC (*insert contact info here xxxxxxx*) to obtain direction as to depart minus the missing person(s) **OR** to await their arrival. In extremis the LGT will make this decision him / herself	
23	Conduct final GO Team head count. Pass final head count with any remarks (e.g. final passenger list *changes* - if any) to CMC by phone (before take-off) - and (on behalf of LGT) **obtain final permission for GO Team to proceed / deploy**	
24	At an appropriate time after take-off, distribute GO Team mobile / smartphones, satellite phones and FOBs etc. (see distribution register at Attachment yy or zz etc.) Also distribute the hard copy Emergency Contact lists / directories at your discretion but remember that you have only 10 copies with you. Keep one for yourself (Note that all crisis contact lists are *also* available on GO Team [USB] memory sticks) Update 'distribution register' records accordingly	
25	Liaise with GO Team ICT CSU Rep, & distribute (to nominated recipients) 6 x Laptops & associated mobile / smart phones and FOBs (see distribution register at Attachment yy or zz etc.) NB - these mobile phones and FOBs form a complete (configured) unit with their associated laptop. Such mobile phones and FOBs (associated with the laptops) **are totally separate pieces of equipment** from the other mobile phones and FOBs that you collected from the ERP office and which were distributed as per check list item 24 Ensure ICT CSU Rep provides a 'refresher' demonstration (and issues instructions or check list) to each laptop recipient on how to use the Laptop, FOB and associated mobile / smartphone. Those who received *separate* FOBs as per check list item 24 should also attend this demonstration regarding use (of the FOB) Update distribution register records accordingly	
26	ASAP, pass back to CMC at airline HQ (phone contact xxxxxxx or relay by any other suitable on-board method [if any]) the details of the crisis use mobile phones, satellite phones etc. allocated as per check list items 24 & 25 above i.e. who has which phone, including details of the associated contact numbers	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

27	Check with Leader GO Team to see if he wishes to brief / update the GO Team on the crisis situation, whilst en route - possibly using the aircraft PA? Be prepared to take on this task yourself, if necessary Repeat as required throughout flight	
28	Alcohol should *not* have been loaded with the catering. If alcohol *is* available on board (for whatever reason), ensure that it is not consumed. This also applies to members of the media, government / official air accident representatives and any other non-airline persons who might have been 'invited' to travel on the GO aircraft	
29	Facilitate (to the best of your ability and available resources) any requests from deploying GO Team staff	
30	Encourage appropriate rest be taken for medium to long haul flights	
31	Before arrival at "*airline airport nearest*" or "*airport nearest*" - assist Leader GO team in trying to set-up / obtain local briefing, initial logistics and facilities etc. for arrival - if this has not been already set up locally (e.g. via airline HQ CMC and the airline's local Station Manager / local airline representative - if destination is an 'on-line' airport) (e.g. via airline HQ CMC and a contracted agent(s) [GHA] if the destination airport is 'off-line)	
32	After landing at *final* destination and whilst GO Team Managers (including you) leave aircraft for local briefing (if available), ensure that a suitable person (e.g. the second Ops Support & Admin Manager) is appointed as being "in charge" of the GO Team members remaining on board Crew are also to remain on board, unless required to prepare aircraft for return flight / similar operational reasons	
33	On returning to GO Aircraft (after local briefing - if available) assist Leader Go Team in briefing remainder of GO Team (those who remained on board) - and then get on with (co-ordinate; facilitate; participate in etc. - as required) the tasks of e.g. disembarking; off-loading of GO Kit / specialist equipment / luggage; Customs / Immigration / Health clearances; any initial transport arrangements; initial deployment of GO Team staff to various crisis action sites and / or accommodation; finding a suitable location for and setting up / manning of a 'GO Team - **D**eployed **O**perations **C**ontrol **C**entre' etc.	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

34	Liaise with aircraft crew as required and / or as directed by CMC e.g. it might have been decided to keep aircraft and crew at the local disposal of the Leader GO Team	
35	*Assist, advise, support and troubleshoot* etc. for the GO Team in general, for local Station / GHA staff, for the local "Authorities" etc. (to the appropriate degree required / permitted) by using your "expert" knowledge of the airline's ERP to ensure, insofar as possible, the most effective, efficient and expeditious use of all locally located airline and other crisis response resources available	
36	If you are operating at or close to one of the airline's 'on-line' Stations, ensure that a suitably experienced local Station person (airline or GHA - as appropriate) is 'permanently' assigned to the GO Team for liaison and support duties, if at all possible	
37	Maintain frequent contact with the ERP Manager located in the airline HQ CMC	
	End of Checklist	

Notes

1. The above checklist is to be used as a guide. Huge amounts of flexibility, logic, common sense, imagination, lateral thinking etc. will be required in its application, scope etc.

2. Potential users of this checklist will benefit from regularly reviewing (i.e. *before* any crisis occurs) the "typical" GO Team arrival scenario, which can be found starting on page 36 of this document. Try to think how you would respond in similar circumstances

3. It is *imperative* that all potential users of *this* checklist make themselves fully familiar with its contents and requirements *NOW* - **TODAY** i.e. before any crisis occurs - also ensuring that they are fully up to speed with everything else that they need to be aware of when acting as Ops Support & Admin Manager. If such familiarity is not obtained and retained, the airline's GO Team response *WILL* be adversely affected

4. It is possible that more GO Team staff will turn up for check-in than the GO aircraft seating capacity. Work with the airline's Duty Airport Manager(s) (OR equivalents) and Airport Services CSU (at airline HQ) to monitor and manage such situation

   As it is important to ensure that certain CSUs and other GO Team key staff are permitted to board (and thus deploy), the decision *not* to load certain persons (or to return persons from the departure gate or to off-load if boarding has already commenced) will typically be applied to members of the Humanitarian Assistance Team (HAT) *only* (as there will typically be so many of them, that some redundancy is already 'built-in'). Liaise with the GO Team HAT Co-ordinator to ensure that this is acceptable (it might not be in certain circumstances) and also ensure that all others concerned (especially CMC) are updated accordingly

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Appendix C

Capital letter '**I**' (as in 'eye')

Extract from ICAO Annex 9 / Chapter 8 - FACILITATION (16th 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*')

Further Explanatory / Useful Information (i.e. <u>**not**</u> part of the above as originally produced by ICAO)

At most major, commercial airports, ***non-based*** (at any particular airport) ***aircraft*** operators (passenger airlines for purposes used here) rarely have significant numbers of their own staff serving their (own) associated flights. Instead, they contract the services of an appropriate '***ground handling agent - GHA***' so to do

Thus the associated role of such GHA in airport (aircraft accident) **emergency response ops is vital - and should thus *be additionally accounted for by all concerned*,** in addition to what has already been written on page 64 above

*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.*

Appendix D

* **ABCX Airways GO Kit** - (Forward GO Team / Forward GO Kit)

* As based on a '**real**' airline's GO Kit

Inventory & Other Pertinent Information

Note

Due to the 'free' (and by definition, relatively uncontrolled) nature of the website of which this document (CRPM Part 5 [ERP] - **GO Team**) is a part, it is not possible to include the 'Forward GO Kit' inventory here - due 'copyright' of the 'real airline' which owns it

If you *do* wish to view this GO Kit inventory, it is suggested that you contact the appropriate person and request that they consider providing you with a copy of same:

Manager Contingency Response Planning
Emirates (airline)
PO Box 686
Dubai - UAE

Alternatively, if you have access to IATA's *'Emergency Planning & Response Management'* training course notes (as per below) - you *might* also find this GO Kit inventory listed therein under the following title:

IATA **Emergency Response Planning Task Force** (*** ERPTF) - Recommended Practice (Feb 08)

'Emergency Response Management - Example - Forward GO-Kit Inventory'

*** Note - the IATA ERPTF ceased to exist from around mid-2016. However, you *might* still be able to find the document referred to above in IATA's training notes archives - as described. If you do find it, you might be even more lucky still and find that the GO Kit inventory (as described) is still there. If not, suggest direct contact with 'Emirates'- as mentioned further above

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Appendix E

GO TEAM - *GLOSSARY* of SOME TYPICAL TERMINOLOGY USED

Buddy Station Team(s)

Whereas an airline's main 'GO Team' typically deploys from airline HQ's main operating base / main hub airport - a '***buddy station*** team' deploys small numbers (perhaps two or three persons only) of appropriately trained and exercised manpower support from that ***airline's on-line station(s)*** *located nearest to the accident station / location* - where practicable, possible and feasible so to do

This means (depending on accident location) that a Buddy Team(s) may arrive at the accident location well before the main GO Team coming from airline HQ. For example, if the HQ of a US based airline is in Atlanta and a major accident to one of its aircraft occurs at one of its on-line European stations - then Buddy Teams from its *other* on-line European stations (assuming there are some) could deploy in support of the local station accident response - and thus be in situ significantly earlier than the main GO Team coming from the USA. Appropriately located 'Codeshare' and 'Alliance' etc. airline partners (if any) might also be able to similarly provide 'local' manpower and other, associated resources - as might specialist, commercial service providers contracted by the airline for such purposes (e.g. Blake; Crisis Advisors; Kenyon; FEI etc.)

Crisis Support Unit (CSU)

Elements of various airline HQ based **d*epartments / business units*** - having identified (direct or indirect) roles to play, in response to a ***catastrophic airline accident or similar*** - such roles typically (but not exclusively) relating to "what the CSU's parent department / business unit does during *'normal'* operations"

Some examples of CSUs include the Operations Control Centre, Flight Operations, Customer Services / Service Delivery (including Cabin Crew), Airport Services (sometimes known as 'Ground Ops'), Finance, Legal, Safety, Security, (Aircraft) Engineering, Insurance, HR, Business / Staff Travel, Facilities, Procurement & Logistics - etc. There are more!

Amongst other things, most (but not all) airline CSUs are expected to contribute relatively small numbers of specialist manpower resources *to deploy with the GO Team*

Go Aircraft

The 'GO Aircraft' transports the GO Team + GO Kit to the accident location or as close as possible / practicable to the accident location - i.e. to the '***GO Team Airport Nearest***'. This aircraft might *not* be airline supplied e.g. it might need to be a chartered or military aircraft, depending on whatever the airline's Operations Control Centre Duty Manager / Commercial Department can arrange at short notice *and / or* due to aircraft performance limitations e.g. as dictated by the destination airport etc.

GO aircraft take off time from airline HQ / main operating base etc. should be targeted as being less than about * *3 to 4 hours* (earlier if possible) after the time of emergency notification to the airline

* Based on a scheduled, passenger airline model. Other types of aircraft operation (e.g. tour operator 'package' [charter] type airlines) may be considerably slower - and some (a very small number e.g. some low cost airlines) might be quicker

Note - in most circumstances involving a GO Team deployment by air, it is considered inappropriate (**i.e. a waste of precious time**) to deploy an 'advanced' team to assess the situation' - prior to making a decision as to deploying the main GO Team, *unless very extenuating circumstances dictate otherwise*

This is not to say that an advanced party, typically comprising the airline's *air accident investigation team* (max of about 5 persons), should not so deploy ahead of the 'main' GO Team - if *significant* time saving is feasible, given actual circumstances 'on the day'

GO Kit

The GO Kit typically comprises pre-procured and pre-packed materiel required to support deployed airline GO team operations

The equipment comprising the *Forward GO Kit* should basically be sufficient to fully or partially support the *Forward GO Team* operating for an appropriate period - at a 'remote' / equivalent accident site

The *Rear GO Kit* - (mainly stationery, PPE, portable IT and Telecommunications equipment, spares and connections for the latter, batteries etc.) should support the *remainder* of the GO team (the *Rear GO Team*), assuming that they are operating from more "civilised" locations e.g. airport, city, town, etc. - where relatively suitable logistics (e.g. food and water), infrastructure (e.g. communications and accommodation; security etc.) and other required services are available

Note - the concept of Forward & Rear GO Teams will **only** be applicable where an aircraft accident has occurred in what might be termed as a '*harsh*' (whether this is due to natural or man-made circumstances) and / or '*remote*' location. Otherwise, the 'GO Team' is simply just the single, integrated GO Team. Likewise, the 'GO Kit' is, simply, the GO Kit - with no use of the terms or concept of 'Forward' or 'Rear' (with the exception of circumstances already described just above)

Go Team

For anything other than an 'airline HQ / main operating base / main hub' located aircraft accident (or an accident occurring *very* close to such location[s]), a GO Aircraft carrying the airline's GO Team and GO Kit would typically be despatched to the most appropriate 'GO Team Airport Nearest' - as soon as possible after initial notification of the accident to the airline

The term 'GO Team' refers to a group of management, specialist, volunteer and support personnel, typically sourced from airline HQ / airline home country, tasked with:

- On site airline management, assistance and support of / to any airline Station (or similar), during and after a major aircraft accident affecting the Station directly (or possibly indirectly)

- Managing and executing airline aspects of any on-site local crisis response at "remote" air accident locations i.e. those occurring during "en route" phase of flight or at a considerable distance from a suitable (GO Team) destination airport

- Co-ordination and co-operation with 'local authorities'

- On site Humanitarian Assistance Operations

- Assisting with appropriate on site investigations e.g. aircraft accident investigation - to extent permitted by relevant regulatory authorities

- Preserving or possibly enhancing the airline's reputation

- Anything else as appropriate to actual circumstances 'on the day'

The GO Team / Kit comprise manpower and resources / equipment designed to primarily supplement local emergency response efforts by local responders. A GO Team typically comprises a Command and Control element; an airline Accident Investigation Team; a Humanitarian Assistance Team, a Crisis Communications presence and an Operations Support & Administration (Ops Support & Admin) Team - the latter formed primarily from the required (depending on actual accident circumstances) Crisis Support Unit (CSU) representatives from airline HQ

The airline Operations Control Centre's initial emergency alerting message will make it clear if GO Team deployment is required

The GO Team for a major, international airline (flying wide-body aircraft) can be expected to number in the high hundred persons or even more - the majority comprising the 'Humanitarian Assistance Team (HAT)' element - with much of the remainder coming from Crisis Support Units. *(The HAT is typically provided by the airline itself and / or by third party [commercial] humanitarian assistance specialists*

*Note that the **latter** will typically [but not exclusively] deploy **separately** to the accident location, under own transport arrangements [which will typically require deployment via '**normal'** scheduled flights and / or equivalent - including surface transport, as required]. This means that such 3ʳᵈ party teams **might** take a significant amount of time to arrive at the accident location*

Very large GO Team deployments and / or periodic rotation of GO Team personnel can mean a requirement for several (different) GO Team flights

A government appointed 'Air Accident Investigator(s)' (typically from the Civil Aviation Authority / similar of the 'State of Registration' etc. of the accident aircraft) might 'request' to deploy with the airline's GO aircraft in appropriate circumstances. Additionally, selected representatives of the Media and airline contracted third party emergency services providers may also be 'invited' to travel on the GO aircraft - at airline discretion

Most of an airline's Crisis Support Units will be required to contribute relatively small numbers (e.g. typically 1 up to 5 persons) of their specialist personnel and equipment (e.g. aircraft recovery and salvage equipment; medical equipment) to a deployed GO Team

Reminder - *unless* a major aircraft accident occurs at an airport in the *very near* vicinity of where the accident airline has most of its GO Team personnel main based - **GO Team deployment will *always* be required**

(GO Team) **Airport Nearest**

The closest airport (to an aircraft accident location) considered suitable for operation of the accident airline's GO Team aircraft (which might not be airline provided in certain circumstances e.g. an appropriate military aircraft might be used) - which will be used to deploy the airline's 'GO Team'

(Airline) **Airport Nearest**

The accident airline's closest *on line* (regular destination) airport (station) to the accident location. It is possible that this airport might be hundreds or even thousands of miles from the accident location and / or GO Team Airport Nearest

EXAMPLES of TYPICAL *(Airline)* GO TEAM MANAGERS

- **Humanitarian Manager**

   A suitably experienced and senior airline manager responsible to the airline's Crisis Director (via Leader GO Team) for overall ***strategic*** co-ordination and control of all relevant 'on-site' aspects of GO Team emergency response as they relate to ***humanitarian assistance*** and ***people*** type issues. See CRPM Part 1 / Volume 3 - 'Humanitarian Assistance Operations' (*separate* document) - for more information

- **Humanitarian Assistance Team Co-ordinator**

   A suitably experienced, trained and exercised airline manager tasked with leading all aspects of ***tactical*** and ***operational***, 'on-site' operations by the airline's Humanitarian Assistance Team. The Humanitarian Assistance Co-ordinator reports to the Humanitarian Manager during GO Team deployment. See CRPM Part 1 / Volume 3 - 'Humanitarian Assistance Operations' (*separate* document) - for more information

- **Investigation Manager**

   A suitably experienced and senior airline manager responsible to the airline's Crisis Director (via Leader GO Team) for ***airline*** aspects of any required air accident investigation. The Investigation Manager will typically be the senior manager (or designated representative) in the airline's Flight Safety Department / Business Unit - or equivalent person

   Note that the Investigation Manager and team should be additionally trained in background and procedures related to 'accident site hazards', 'first-aid' and 'blood borne pathogen management'. See ABCX Airways '*Flight Safety* / *SMS* Manual' (*separate* document) - for more information

- **Leader GO Team**

   A suitably experienced and senior airline manager in overall charge of ***all*** component parts of a deployed airline GO Team - e.g. the airline's Investigation Manager; Humanitarian Manager and the Ops Support & Admin Manager all report to the Leader GO Team

The Leader GO Team (for a particular GO Team deployment) should be designated by the *on duty* Crisis Director (CD - running the airline's Crisis Management Centre at airline HQ) - from amongst *other* trained, exercised and unassigned *Crisis Directors* or *deputy Crisis Directors*

See appendix A to *this* document for more information

- **Operations Support and Administration Manager**

A suitably experienced (appropriate / significant **operational** *background* **mandatory**) airline manager tasked with providing *expert* support and guidance to the Leader GO Team and to the GO Team as a whole

It is likely that such a manager would be found from the airline's own crisis (emergency) response planning section staff (if available). If this is not possible, specifically trained and exercised *deputy* Crisis Directors will provide manpower for this role

See appendix B to *this* document for more information

Others

- **Crisis Communications Team Manager** (Media / PR Response)

See CRPM Part 1 / Volume 9 - 'Crisis Communications Plan' (*separate* document) - for more information

- **Company Spokesperson** (if role not covered by Crisis Communications Team Manager)

See CRPM Part 1 / Volume 9 - 'Crisis Communications Plan' (*separate* document) - for more information

- **Humanitarian Assistance Team** *(HAT) - Team Leaders*

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

- **Crisis Support Units - Team Leaders**

See CRPM Part 1 / Volume 7 - 'The Crisis Support Unit' (*separate* document) - for more information

- Appropriate (external and commercial) **third parties** contracted to the airline to provide specialist / expert support

- etc.

Note - all of the above documents (various 'volumes' comprising 'CRPM Part 1') may be found via the below website
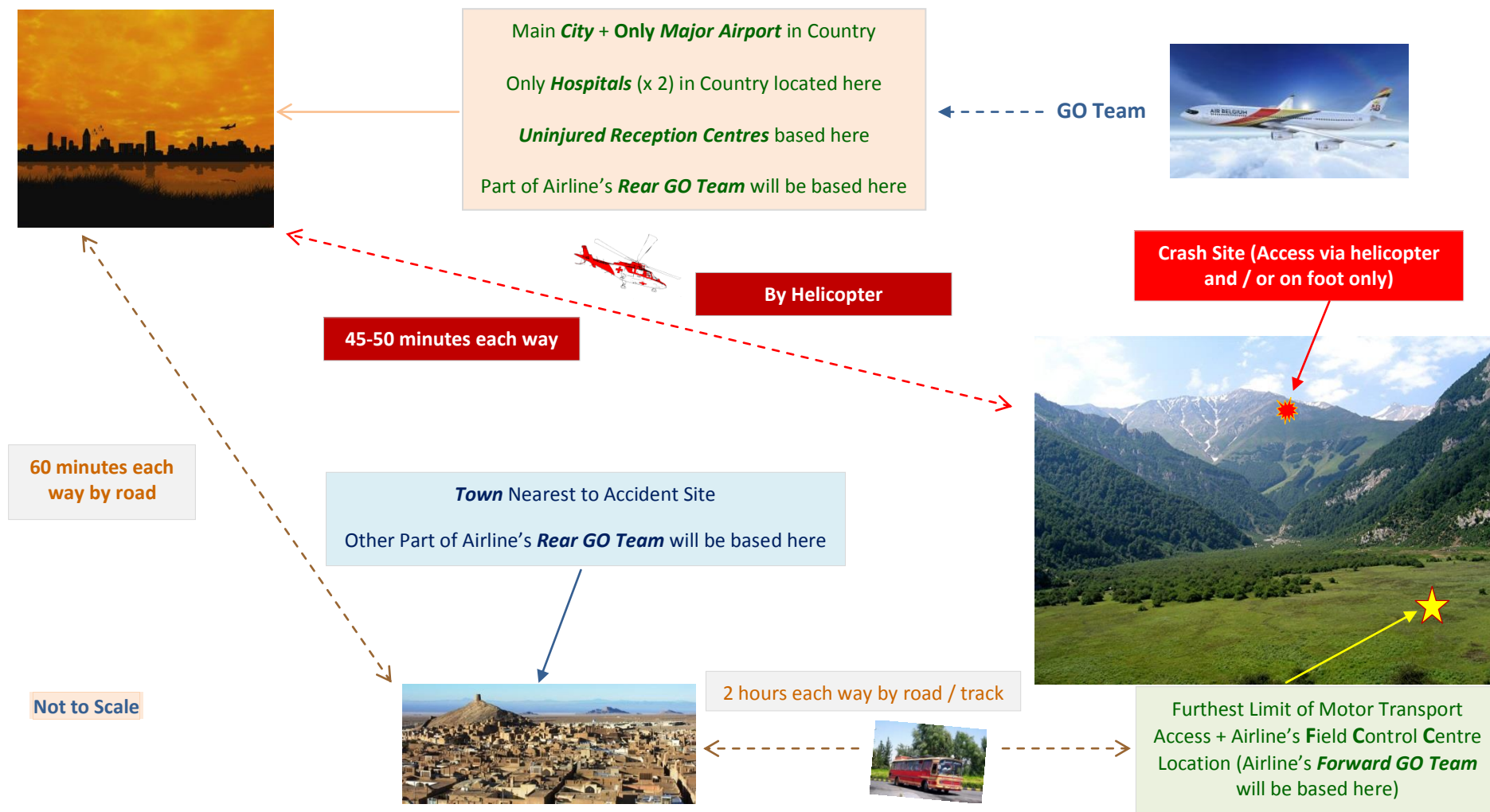
https://www.aviationemergencyresponseplan.com/guideline-template/

Appendix F

GO Team Deployment Scenario - Pictorial Schematic (see also page 36)

Main *City* + **Only** *Major Airport* in Country

Only *Hospitals* (x 2) in Country located here

Uninjured Reception Centres based here

Part of Airline's *Rear GO Team* will be based here

GO Team

Crash Site (Access via helicopter and / or on foot only)

By Helicopter

45-50 minutes each way

60 minutes each way by road

Town Nearest to Accident Site

Other Part of Airline's *Rear GO Team* will be based here

Not to Scale

2 hours each way by road / track

Furthest Limit of Motor Transport Access + Airline's **F**ield **C**ontrol **C**entre Location (Airline's *Forward GO Team* will be based here)

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