



Guideline / Template

ABCX AIRWAYS - Crisis Response Planning Manual

Part 1

EMERGENCY RESPONSE PLAN

Volume 7

The Crisis Support Unit



Note - This series of guideline and guideline / template documents has been designed to provide a strong and well researched information framework upon which aircraft operators 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 to assist in the production (original or rewrite) of their *own* equivalent emergency plans, have the 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

www.aviationemergencyresponseplan.com (Parent Website)



PREAMBLE - *you are advised to read the following notes before proceeding further*

Note 1 - This is a 'guideline / template' document, designed to assist in the preparation & production of an aircraft operator (airline) emergency response plan (ERP) - with this particular document (**Crisis Response Planning Manual** (CRPM) **Part 1 / Volume 7**) dealing specifically with the subject of '**Crisis Support Units**' (see definition page 9) - as related to a **catastrophic aircraft accident** type scenario

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

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

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

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

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

Whatever applies to ABCX Airways in this document may be regarded as also being typically applicable, to a greater or lesser degree, to other scheduled passenger 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 it is for users to adequately account for them, when producing their own emergency plans, as based on a CRPM series guideline or guideline / template document

This document may 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 / template accordingly and as applicable to their own specific circumstances - but do remember that when operating into UK and / or the European Union, then some provisions documented herein may still be applicable / advisable e.g. those relating to the provision of *humanitarian (family) assistance*

Note 4 - Most terms and abbreviations used in this document are *generic* i.e. *not* specific to any airline, airport etc. Whilst many will be the same or very similar to terms in actual (real / operational) use world-wide, the 'generic' use and nature of such terms and abbreviations in this document should always be remembered and accounted for accordingly i.e. when preparing *real* emergency plans based on using this guideline as a reference - ensure that all generic terms are replaced with specific (*real / in-use*) 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 greatly in achieving a highly desirable degree of world-wide (ERP) standardisation amongst aircraft and airport operators

Note 5 - The information in this document concerning 'alerting and activation' assumes that 'ABCX Airways' uses an *automated* alerting system, which is capable of alerting large numbers of potential responders in a very quick timescale - via most modern methods of communication, but especially by means of 'voice' recorded telephone calls. Such systems are easily procured and can cost from around USD \$ 5 to 10,000 upwards annually (2019 prices)

Note 6 - The assumption is made in this document that ABCX Airways headquarters (HQ) is situated close to its main and / or main hub operating airport

Note 7 - An airline requires a suitably effective and efficient method of documenting, in detail, the requirements of its own emergency response plan. A brief account of the method of such 'documenting' adopted in *this* series of guideline / template documents will be found in *Section 1* of separate guideline / template document (in this series) * **CRPM Part 1 (ERP) / Volume 1 - 'Policy & Executive Overview'** (see pages 17 & 18 of that separate document). It is a well tried and proven method and it is recommended that airlines consider adopting same. If done, this will further strengthen the standardisation aspects of ERPs amongst airlines and also between airlines & airports

Additionally, pre-study of appendix **N** (Glossary of Terms - starts page 66) of that same document is *strongly recommended* before further study of *this* document (i.e. the one you are reading now)

* This (separate) document can be found by following the below link:

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

When the webpage opens, scroll down until you find the title:

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - ERP

Look a little further below that and you will find the document entitled:

CRPM Part 1 (ERP) / Volume 1 - 'Policy & Executive Overview' (click on latter to open and read)



Note 8

How to use this Guideline / Template (Instructions)

Information for preparation & production of a new or upgraded airline **crisis support unit** emergency response plan (as based on **this** guideline / template) will generally be provided by:

- 'Written instruction' - requiring already completed sections of the appropriate guideline / template document (pre-prepared generic material - provided as part of the appropriate document) to simply be 'copy & pasted' 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 upon

AND / OR

- 'Written instruction' - requiring the 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 some original thought and research, some decision making (e.g. policy & budget), considerable time and effort etc. (What we are referring to here is information which no 'generic' guideline / template [such as this one] is able to provide)

An example of how typical 'instructions' might appear in the guideline / template documents series is shown below:

Example Instruction 1 -The front cover sheet for **your own** CSU Plan will be found on the next page of **this** guideline document. You can simply 'copy & paste' it into the front (first page) of your own, equivalent document

Remember to:

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

Such 'written instructions' plus any associated material to 'copy & paste' will generally be included within the specific guideline or guideline / template document associated with any specific new or upgraded airline ERP under preparation / upgrade

This means e.g. that for **each** different airline CRPM Part 1 Volume (ERP) to be produced / upgraded - there will be a corresponding (separate) guideline / template document to refer to; to 'copy & paste' information from; to take instruction from etc. i.e.



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

New / Upgraded Airline Plan under Preparation	Associated Guideline 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 in **orange** (right hand side of table).
Orange asterisked (*) documents listed in the table above (right hand side) are guideline / templates.
All others are guidelines

Note 9 - This guideline / template is predicated on ABCX Airways being able to deploy significant resources (including manpower, budget, equipment & facilities) during a crisis response. This will obviously not be the case for some users. For the latter circumstance, what is included in this document should be **adapted & 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. Outsourcing options might be considered

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Note 11 - Despite every reasonable care being taken in the preparation of this series of guideline & guideline / template documents, they will inevitably contain errors, omissions & oversights, incorrect assumptions, broken links etc. Users identifying same in this particular document (the one you are reading now) are requested to please notify the author accordingly at: info@aviation-erp.com

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End of Preamble Section

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



Template - preparing your Crisis Support Unit Plan

Instruction 1A

For each designated Department or Business Unit - Head (i.e. the 'Most Senior' Line Manager)

Depending on the manpower strength and workload of your department / business unit - appoint a CSU Representative; an alternate (back-up /deputy etc.) CSU representative + an appropriate number of additional CSU team members. You should take advice re this from the airline's Crisis (Response) Planning Manager - or equivalent person (see page 10)

Note - For guidance, see definition of CSU (this document) page 9 and also see Chapter 2

For acronyms - see page 16

Instruction 1B

For appointed CSU Rep & alternate / deputy Rep(s)

This instruction requires you to:

- Undertake the associated CSU initial training provided by the airline's Crisis (Response) Planning Manager - or equivalent person
- Study the glossary at appendix N of (*separate* ABCX Airways document) - CRPM Part 1 / Volume 1 - 'Emergency Response Plan Policy & General Overview' (follow link shown in box at bottom of page 3)
- Study the 'preamble' notes on pages 2 to 6 of *this* document
- Commence writing your own department / business unit's CSU plan i.e. 'copy and paste' into your own CSU plan the information found below on pages 8 to 23 of *this* document (the one you are now reading) - and adapt / change it to accord with your own CSU's specific requirements
- When done, go on to complete template instruction 2 (page 24) - and so on

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 1B to your own CSU's specific purposes and circumstances

Don't forget 'common sense / good housekeeping measures' - such as inserting the name of your own CSU on the title (front cover) page; adapting or deleting the preamble; adapting abbreviations, contents lists, controlled document information etc. (as provided in the guideline / template) to your own requirements; adjusting headers & footers as required; removing the 'instruction boxes' as each chapter / section of this template is completed (including the entire page which you are now reading)and so on



(Insert your own airline's name here) - Crisis Response Planning Manual (CRPM)

Part 1

EMERGENCY RESPONSE PLAN (ERP)

Volume 7

(Insert name of your own CSU here) **Crisis Support Unit (CSU) Plan**

Insert Appropriate Image Here (as required)

PART 1 of the ABCX Airways CRPM deals *exclusively* with emergency response planning associated with the consequences of a *catastrophic aircraft accident* type situation

CRPM Part 1 and its *ten* constituent 'volumes' (of which you are currently reading *Volume 7*) is otherwise *collectively* known as the 'ABCX Airways - Emergency Response Plan' - (**ERP**)

THIS DOCUMENT SHOULD BE STUDIED & ACTED UPON BY ALL * STAFF HAVING SPECIFIC and / or IMPLICIT **CSU** (or CSU equivalent) ROLES, RESPONSIBILITIES & ACCOUNTABILITIES - RELATED TO PLANNING, PRODUCING, MAINTAINING, TRAINING & TESTING THE CSU PLAN - FOR THEIR OWN DEPARTMENTS / BUSINESS UNITS

* Such staff nominations shall be made by the appropriate department / business unit's senior line management



CSU - DEFINITION

The term 'Crisis Support Unit - CSU' refers predominately to pre-nominated elements of airline HQ based **departments and / or business units** - having identified, direct (and / or indirect) specialist / functional role(s) to play (related directly to what they do during 'normal' operations), in response to a catastrophic aircraft accident - or similar severity crisis

Examples of typical ABCX Airways CSUs are the OCC, Flight Operations, Cabin Crew, Airport Services, Finance, Legal, Insurance, Safety ('Flight' and 'Ground'), Aircraft Engineering, HR, Corporate Communications / PR, Procurement - etc. The **vast majority** of airline departments / business units shall be required to contribute to the CSU concept

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

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

Whilst the other part (i.e. the CSU) shall:

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

The objective is to contain & manage the crisis whilst **concurrently** running separate '**normal business**' type operations - together with any associated **disruption** response if required (i.e. concurrently running three different responses where necessary) - albeit with a lesser number of persons assigned to each differing response (which inevitably means harder work at longer hours for all concerned - an undesirable but unavoidable consequence of handling a major crisis)

Note 1: An example related to the above might be a catastrophic aircraft accident occurring at the airline's major hub / operating airport (closing that airport for say several days) - requiring **1)** a crisis / emergency response operation and **2)** a **separate** but near concurrent disrupted operations response, whilst **3)** **concurrently** maintaining 'normal' operations over the rest of the airline network - which is assumed to still be operating e.g. from other suitable airports

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



A suitably experienced 'CSU Representative' (CSU Rep) shall be nominated (by the appropriate department / business unit head / senior line manager) and should ideally (as a minimum) have **at least one alternate** (back-up / deputy / proxy) representative to cover for absence etc. (manpower permitting). However (and as a general concept) - the more CSU staff there are to form the 'CSU Team' (up to a point) - the better. The latter will largely be dictated by the overall (normal business related) manpower resources available to the particular department / business unit in the first place.

Remember that **non-CSU** personnel are required to conduct concurrent '**normal**' and '**business continuity**' operations (as required for latter), whilst their CSU colleagues (from the same department / business unit) respond to the crisis

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

The ABCX Airways CPM is:

Insert 'CPM's' name + telephone & email etc. contacts here

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

Note further that CSU staff:

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

* The location(s) from which CSUs operate at time of crisis depend on the associated 'command & control model / system' used by the airline

Each CSU should provide (available 24 / 7 / 365 if airline operates 24H) a suitably trained & current CSU 'key person' – ready for potential crisis response duties & / or related specialist advice specific to that particular CSU. For the appropriate '**contactable period**' assigned (suggested as weekly) the incumbent should:

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

** The term 'reasonable' is not defined herein - but should be interpreted logically & sensibly. As a guide, about 2 hours travelling time **maximum** is suggested - accounting for all expected traffic factors (e.g. local rush hour[s]) - appropriate to local circumstances



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

Furthermore, typical CSU roles, responsibilities and accountabilities assigned to individual department / business units in **this** guideline / template (see Appendix A - page 59) - could well be assigned to an entirely different department / business unit in reality. (For example, airline X assigns loading of the airline GO Kit to Cargo CSU; airline Y might assign the same responsibility to Airports Services / Ground Operations and / or Aircraft Engineering CSUs (perhaps e.g. because the airline might not have a Cargo Department / Business Unit)

Lastly - use of the term 'Tour Operator' in this information document is generally meant to convey a joint company / entity - predominately selling vacations, tours and similar (i.e. 'package tours / holidays') to the public and *also* using its own (owned) **charter** airline to transport such customers



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 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 Centre unless the nature of the call is most urgent

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

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

IMPORTANT NOTE

If you **are** 'ABCX Airways' staff (or from a closely related organisation e.g. ABCX Group) and **you are involved** (i.e. you were either a crew member or staff 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**



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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 20xx

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

(y yyyyyyy)

xx xxx 20xx

List of Effective Pages

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

Revision List

Revision No	Date	By
Revision (Original)	xx xxx 20xx	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 similar) *weekly* to check for such revision updates (to back-up the broadcast message etc. referred to above)

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

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

Revisions supplied to authorised *external* parties shall be managed by direct email / similar methods.

***** Manager shall maintain & retain appropriate, associated records

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

Distribution

See above



Generic Acronyms / Abbreviations used in this Guideline / Template

C4	(Crisis Response related) 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 latter word)
CMC	Crisis Management Centre (highest level airline crisis response C4 facility)
CLACC	Controller - Local Accident Control Centre (Airline's Station person with local C4 accountability / responsibility)
CPM	(ABCX Airways) - Crisis [Response] Planning Manager
CRPM	Crisis Response Planning Manual
CRC (A)	(Uninjured) Crew Reception Centre - Generally located 'airside' at local airport
CRC (L)	(Uninjured) Crew Reception Centre - Generally a landside facility (e.g. a hotel) at or near local airport
CST	Crash Site Team (Local Station Traffic / Ramp + Aircraft Engineering Staff team deploying to accident location)
CSU	Crisis Support Unit
EOC	<i>Airport's</i> Emergency Operations Centre (known by many other names) (contrast EOC with LACC)
*ERP	(Aircraft Operator) Emergency Response Plan (the latter is part of the overall CRPM) The 'ERP' part of the CRPM (i.e. CRPM Part 1) deals with 'catastrophic aircraft accident' type scenarios only - and does not include incidents; operational disruption / business continuity; public health crises etc.
FAC	Family Assistance Centre (see alternative & preferred term 'HAC')
FEC	FR Enquiry Card
FR	Family, Relatives & Friends (as associated in some valid way with accident victims)
FRRC	FR Reception Centre (typically a landside located hotel - at or very close to local airport)
GHA	Ground Handling Agent / airline representative at airline Station locations
HAC	Humanitarian Assistance Centre (usually located landside [e.g. in a hotel{s}] located at or near local airport)
HAT	Humanitarian Assistance Team (aka Special / Family Assistance Team; Care Team)
JFSOC	Joint Family Support Operations Centre (usually co-located with HAC)
LACC	Local Accident Control Centre (i.e. an airline Station's crisis response C4 facility) (contrast with 'EOC')
LGT	Leader GO Team (senior manager in overall charge of airline GO Team)
MGFR	Meeters and Greeters - including any FR (of accident victims)
NOK	Next of Kin / Closest Relative



OCC	24H Operations Control Centre at airline HQ
OHS	Occupational Health & Safety
PRC	Passenger Record Card (also used for crew)
RA (A)	Re-uniting Area - on airport
RA (O)	Re-uniting Area - off airport
SEP	Safety & Emergency Procedures (training unit for pilots and cabin crew)
SRC (A)	(Uninjured Passenger) Survivor Reception Centre - Usually located airside at local airport
SRC (L)	(Uninjured Passenger) Survivor Reception Centre - usually located landside (e.g. in a hotel[s]) at or near local airport
UPS	Uninterrupted Power Supply



Purpose & Scope

The ***purpose*** of this document is to provide a template type *framework* upon which airline (& similar e.g. airline parent group) departments and business units can build, train and exercise their own **CSU** plans. The airline undertakes to address (in a timely manner) any further and / or on-going work of putting the 'meat on the framework bones' as required

The ***scope*** of this document is limited to providing a *foundation* but nonetheless comprehensive level of information re airline (& airline related) CSU operations - which can be used (with appropriate adaptation) in order to produce '**fit for purpose**' & '**CSU specific**' crisis response plans - including all necessary / associated procedures, checklists, information etc.

This foundation template may be regarded as the potential 'bones' of such plans. However, it will be for the airline (& airline related) departments / business units / others involved (e.g. CSU appointees) to undertake the further and on-going work of putting the 'meat on the bones'. The latter, if addressed adequately, should result in acceptably effective and efficient CSU plans - tailored to parent department / business unit specific requirements concerning crisis response planning, implementation, maintenance & operations

The above should always be accompanied by an appropriate (initial & recurrent) **training & exercise programme** for all involved - typically delivered **initially** by the airline's Crisis (Response) Planning Manager - and, thereafter, by the CSUs themselves



CSU Personnel - Levels of Knowledge Required

Heads of Departments / Business Units + their CSU Reps shall ensure that appropriate 'level of knowledge' requirements for all of **their own** CSU staff are documented in their own, specific department / business unit CSU plans. These requirements shall be acquired and maintained by all CSU personnel

'Appropriate' level of knowledge requirements are:

Excellent Working Knowledge

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

Good Working Knowledge

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

Overview Working Knowledge

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

* For example - all CSU personnel should have an excellent working knowledge of their own CSU plans; may be required to have a 'good working knowledge' of other, specified CSU plans - and for most (but not all) other ABCX Airways emergency / crisis plans, perhaps need only an 'overview working knowledge'

It is for the airline's Crisis (Response) Planning Manager and individual CSU Reps to decide which shall apply - and document same accordingly here



INTRODUCTION

This document should be used as a guideline / template by nominated ABCX Airways CSU 'representatives and alternate (deputy / back-up) representatives', tasked by their particular department / business unit's senior line management - with producing crisis response plans, as related to the 'normal operations' roles, responsibilities and accountabilities of the particular department / business unit concerned (if necessary, see again definition of a CSU on page 9)

The layout and sequence of information provided in this guideline / template (the document that you are now reading) should be followed by all CSUs when preparing their own specific crisis response plans. Obviously, the actual content of each specific CSU plan will vary - depending e.g. on the CSU's particular emergency response roles & responsibilities, manpower availability; GO Team deployment liability etc.

Using this Document

Layout & Sequence

CSU plans shall follow the sequence & layout specified below:

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

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

Note - as an example, the guideline / template you are now reading has a sequence & layout as per (same as) the above requirements



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

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

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

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

*** **'Contactable'** - a term used within the ABCX Airways overall emergency response plan (ERP) - describing a system relating to how a CSU deemed '**critical** to an airline's crisis response' - guarantees that it is capable of taking (24/7/365 [as required]) an initial alerting call associated with a major crisis

It is expected that most (if not all) airline CSUs will be included in the term 'critical'

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

Contactable

See again associated info found at the bottom of page 10



Departments / Business Units required to Form CSUs

The following ABCX Airways & ABCX Group departments / business units shall form CSUs:

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

Notes

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



4. # = CSUs expected to additionally deploy staff as part of airline's GO Team - as required
5. Appropriate departments / business units with low staff establishment (typically 1 or 2 persons) shall still be required to form a CSU if the department / business unit's crisis response roles & responsibilities so require. However, the manpower limitations & associated difficulties of CSU operation are acknowledged here - and will be managed accordingly by the CMC & line management teams 'on the day'
6. Some CSU elements may operate remotely from company HQ / normal work location (but **not** as an element of a deployed GO Team - in the context used here) - depending on crisis response roles (e.g. airport services staff nominally based at airline HQ location - but actually required to work from the [co-located or nearby] hub / main airport associated [where applicable] with that airline HQ location)

Note - Where an airline is part of a 'parent' group / company - it is recommended that the CSU concept be similarly adopted by the parent group / company - if appropriate and so authorised / approved. In such circumstances, the division of authorities, roles, responsibilities, accountabilities etc. (i.e. between the airline and parent group/company) - must be carefully planned, agreed, documented, trained & exercised



Instruction 2

Instruction 2 requires the *specific* operating * location(s) of *your specific* CSU to now be inserted '*at this position / on this page*' in your *own* CSU ERP document e.g. operating location might typically be any of 'normal work location' and / or 'crisis management centre' and / or part of the 'GO Team' and / or 'elsewhere' (specify where) - as required and appropriate

Also include here **full** contact information for the CSU's specific operating location as documented above. This should include landline telephone & FAX contacts + work related mobile / smart phone contacts (if any). Also include other mobile / smart phone numbers (work or personal [the latter with the owner's express permission]) for all possible CSU staff (also include names of staff as associated with these mobile phones) who might need to work from the specific CSU location documented further above

Note - all CSUs will be provided with 'CSU specific email addresses' i.e. during actual and practice emergency response operations 'normal business' email addresses shall **not** be generally used by on-duty CSU staff (but must be monitored nevertheless in case any crisis related communication is received [e.g. by mistake] in the 'normal business' mailbox). An appropriate 'out of office' type message should be used for the normal business mailbox when its owner is deployed on crisis related duties

When the above has been completed - carry on with template instruction 3 on next page

* Depending on which type of 'Command & Control' model is adopted by an airline (there are several) - depends the operating locations of CSUs during emergency response operations. In the most common model, CSUs operate (in their functional [emergency response operations] related capacities) from **both** the Crisis Management Centre at airline HQ - and concurrently from normal place of work. This is, of course, manpower intensive

An alternative command & control model (probably best model of all to use - and also better suited for when manpower resources are limited) requires CSUs to generally operate (in their functional [emergency response operations] related capacities) from normal place of work **only**. In this case, well-practised, effective & efficient communications between all concerned (especially to / from the Crisis Management Centre) are obviously essential

In all circumstances, nominated CSUs must be prepared & available to deploy their own CSU staff as part of the airline GO Team, as required by actual circumstances 'on the day'



Instruction 3 / Production of **Chapter 1** (CSU - Roles, Responsibilities & Accountabilities - by *brief* Bullet Point List *only*)

You are required to insert here the **Chapter 1** of your **own** specific CSU ERP

Ideally, Chapter 1 should be a one to two page (maximum) bullet point list of what **your specific** CSU will be responsible for - when set against a background of a catastrophic aircraft accident type scenario (ABCX Airways **RED** Alert)

NB: You are required to produce the bullet point list yourself. It is not possible for a 'guideline / template' such as this to produce the list for you, as different departments / business units (in airlines around the world) will have very differing requirements. However, the **appropriate** information found in appendix A (starts page 59) to **this** guideline / template document (the one you are now reading) will provide considerable assistance in this task. The CPM shall also provide appropriate support and advice to CSUs

You should split your bullet point list into a '**General**' section relating to crisis response **pre-planning** requirements - and into a '**Specific**' section dealing with **actual** crisis response ops. Use the 'typical' **example** (in this case for Flight Ops CSU) shown on the next page of **this** guideline / template document to get an idea of what this might look like

A useful way to compile the bullet point list is to brainstorm with appropriate department / business unit colleagues (the more the better) having a good knowledge of how the department / business unit (from which the specific CSU is drawn) functions operationally & administratively. The airline's Crisis Planning Manager (CPM) (or equivalent person) should also participate

As a starting point (typical scenario to work against during brainstorming session[s]) - assume e.g. that you have just been advised that:

*'.....your airline has experienced an 'overseas' catastrophic aircraft accident with around 33% fatalities, 33% life-threatening injuries and 33% 'walking wounded' & uninjured. The accident has also caused large numbers of fatalities and life-threatening injuries to persons (third parties) who had not been on the accident aircraft (i.e. ground victims). The media are already at the accident site. The airline has invoked a company-wide **RED** Alert.....'*

Seek further assistance from the CPM if, after the above, you still have trouble producing the bullet point list - but do try to do this within the department / business unit as the latter is really the most appropriate 'expert' source on associated CSU roles & responsibilities - crisis related or otherwise

*Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this **Instruction 3** to your own CSU's specific purposes & circumstances*

IMPORTANT - getting this Chapter 1 bullet point list right (100% complete & correct) is the most critical element of all in preparing a 'fit for purpose' CSU plan - as all else follows on from this list



Example Only

Chapter 1

FLIGHT OPS CSU - SUMMARY of MAIN CRISIS RESPONSE ROLES & RESPONSIBILITIES

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

- Capable of reliably taking / reacting to a **RED** Alert message 24 / 7 / 365
- Establish **internal** crisis alerting & activation system
- Prepare, document and maintain Flight Operations (Flt Ops) CSU plan
- Prepare & maintain Flt Ops CSU Crisis Contacts (Communications) Directory
- Update all Crisis Contacts Directory changes to Crisis (Response) Planning Manager
- Regularly train and exercise all Flt Ops CSU staff in their own CSU ERP
- Provide ERP general awareness training for all **other** (i.e. non-CSU) Flt Ops colleagues
- Identify & apply 'lessons learned' post exercises and actual crisis

SPECIFIC i.e. during actual crisis response operations (or exercises)

- Activate Flt Ops department's own **internal** alerting & activation plan
- Activate & man the FOPs CSU
- Activate the FOPs CSU plan
- Provide specialist advice to Crisis Management Centre team
- Oversee selection of suitable 'GO Aircraft' **flight deck operating crew** - as required
- Provide suitably qualified & experienced pilot(s) for air accident investigation team
- Provide a 'peer support' trained pilot(s) to the airline's deployed HAT (SAT)
- Monitor 'freezing' of appropriate electronic flight crew records (with HR & IT CSUs)
- Monitor collection/safeguarding of appropriate hard copy flight crew records (with HR CSU)
- Oversee collection & safeguarding of all 'on the day' **operational** flight documents
- Oversee collection & safeguarding of all appropriate Flt Ops publications/manuals
- Provide specialist support as might be required by surviving flight deck crew (e.g. legal support via Legal CSU)
- Monitor HAT Peer Support delivery of humanitarian assistance, welfare and similar issues concerning surviving flight deck crew (with HAT Controller)
- Provide appropriate humanitarian assistance, welfare and similar support to families of flight deck crew involved (with HAT Controller)
- Liaise with involved flight deck crew families (where so directed, permitted and required) to obtain 'ante-mortem' dental records, medical records, DNA samples, fingerprints, X-rays, photographs etc. (with HAT Controller)
- Provide / oversee internal (**general**) crisis communications with flight deck crew community as a whole - together with their families (with Crisis Comms CSU)
- Conduct pilot union liaison as appropriate (with HR / Legal/ Cabin Crew etc. CSUs)
- Maintain Flight Ops CSU Log of Events

Note: When deploying with GO Team - ensure that the FOPs CSU team takes with them appropriate **photographs** of the flight crew believed to have been on board accident flight



Instruction 4 / Production of **Chapter 2**

(Appointment & Utilisation of CSU Representative and Alternate [backup] CSU Rep[s])

Copy and paste into your own CSU plan the **Chapter 2** information found on the next **five** pages of **this** guideline / template document - and then adapt it according to your own CSU's specific requirements

You will need to insert appropriate details & contact information (for your own CSU) in the page **32** CSU contact information box. **It is important** to include mobile / cell / smart phone (work & personal) **and** home (residence) telephone numbers where available (with the appropriate person's permission for the home number and *personal* mobile phone contacts)

Note 1 - If such (personal) data is provided, it should be protected in accordance with appropriate data protection requirements - and used only for the intended purpose, as agreed with the person providing same

Note 2 - if CSU personnel are unwilling to provide **personal** mobile phone and home telephone numbers, the task of alerting them to a major crisis (outside working hours) will obviously be made much more difficult, with associated adverse consequences for the overall crisis response in general - and the specific CSU's response in particular (*think 'quarter to midnight on New Year's Eve' – as an example of a worst case scenario*)

A possible consideration here is that key crisis response staff of and above certain grades (e.g. team leaders [or equivalents] and above) - might (should) be provided with **company** mobile phones as part of their duties - and 'requested' to monitor same when off-duty (leave, sickness excepted etc.)

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 4 to your own CSU's specific purposes and circumstances



Example Only

Chapter 2

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

Definition - CSU Representative + Alternate / Backup / Deputy Reps

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

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

An absolute **minimum** of one alternate (back-up / deputy / alternate) representative to the primary CSU representative shall be appointed (manpower permitting). More CSU members (together forming a CSU Team) may be appointed if so desired and practicable and, if this is done, will **positively assist with the acquisition of knowledge** (re CSU crisis response) **and spread of workload and responsibilities within the CSU** i.e. in general the more persons in the CSU team the better - up to a point - but don't forget the additional (separate) manpower requirement to also run concurrent 'normal' and any crisis associated 'disrupted' operations for the parent department / business unit

Reminder: See CSU 'contactability requirements' at bottom of page 10

Main Purpose of the Job

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

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



Key Tasks and Responsibilities

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

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

Note - see Appendix A to this guideline / template document - for an indication of **some** of the typical CSU duties / tasks etc. required - in order to meet the above accountabilities

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

During 'normal business' operations, a small number of airline departments / business units (and thus also their CSUs) are responsible for 'managing' subordinate formations to the extent required / permitted. The prime example might be '**airports services department at airline HQ**' (the CSU) and all airline stations / out-ports for which that airports services department is responsible (the subordinate formation[s]). Other examples might include:

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



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

This will be relatively easy to achieve where the subordinate formation is part of ABCX Airways e.g. pilot and cabin crew bases - and perhaps some airport stations staffed directly by ABCX Airways airports and aircraft engineering staff. However, the task will be **much** more difficult for third party formations (e.g. ground handling agents; contracted line maintenance [aircraft engineering]; contracted PR agencies etc.) which are, in reality, only '**notionally**' subordinate to ABCX Airways - as governed by associated contract terms and conditions

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

A recommended method of achieving this is for the parent CSU to produce a **template** which subordinate formations can follow when producing their own emergency / crisis / incident plans, as related to ABCX Airways operations

Once completed, the subordinate formations return their draft plans to the parent CSU for scrutiny and feedback. The feedback is then sent back to the appropriate subordinate formations for further update of the plan. This process then repeats itself until both the CSU and the subordinate formation agree that the plan is as complete as it can be 'in the circumstances prevailing' at the time

Note 1 - Not only do subordinate formations need to produce 'fit for purpose' emergency / crisis response plans as per above, they also need to know how to use them. Accordingly, **training and exercising** aspects of same must also be adequately accounted for. Again, **this may be very difficult to achieve in reality** for some subordinate formations but, as always, **must** be pursued by parent CSUs nevertheless, in order to try to achieve satisfactory solutions

Note 2 - it may be useful to stipulate 'emergency / crisis / incident related response requirements' in the associated contract conditions for appropriate, external formations e.g. for **airport** ground handling services the IATA Standard Ground Handling Agreement (SGHA) is used by most airlines. Since 2008 the SGHA has included very useful optional clauses related to the provision of emergency response services to the customer airline by the contracted ground handling agent (GHA). If the options are invoked by the airline (**which they must be**), there may be an additional charge (cost) levied by the GHA on the airline



Selection of CSU Rep & Alternates + CSU Manning

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

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

Reminder

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

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

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

For a small department / business unit - **all** staff might need to contribute to their CSU - and even this might still not be sufficient to satisfactorily perform all required CSU crisis response functions **plus** maintain normal and / or disrupted operations (a typical 'severe' limitation here is the 'one person' department / business unit [*'single point of failure'*])

These limitations (where applicable) are acknowledged here **BUT** must be managed accordingly (during pre-planning) **by the department / business unit concerned** (e.g. by de-conflicting leave & other 'out of office' circumstances; by cross-training etc.) **& also during actual crisis response operations - by the CMC (command & control) team**

Where CSU staff workload (during actual crisis response operations) is light - such staff might be directed to additionally undertake normal and / or disrupted operations duties

However, and as a guiding principle, CSU duties must always take priority where any conflict of such responsibility occurs



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

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

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

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

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

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

- *etc.*



Instruction 5 / Production of **Chapter 3**

CSU - Procedures

The next task is to produce **Chapter 3** for your specific CSU crisis plan

The **first three pages** of your own CSU plan Chapter 3 should be reproduced (by copy and pasting) as per the information shown on pages **34** to **36** of this guideline / template - and adapted accordingly

The remainder of your Chapter 3 (the crisis response *procedures* [for your own CSU] themselves) should then follow on (see next paragraph)

Use your **Chapter 1 bullet point list** as guidance to which procedures need to be documented herein. Further use the guidance shown on pages **34** to **36** - when 'writing' your own CSU procedures i.e. it is the job of the CSU Rep & Alternate Rep(s) to now identify, research, formulate and produce (write) the required procedures here - in this Chapter 3. **Note that there is no further guideline / template information** (other than that already provided) **to assist you in this task**

Note also that just because there is a bullet point entry in Chapter 1 - it does **not** necessarily follow that an associated procedure needs to be provided in Chapter 3 and an associated checklist and / or checklists item then provided in Chapter 7. If in doubt, common sense, logic, experience and consultation should be used to decide on the requirement to include a particular procedure / checklist etc. - or not

Where appropriate (e.g. typically for CSUs such as ICT or Aircraft Engineering) required procedures may be shown in flowchart format. However, most CSUs will probably wish to use text (or perhaps a mix of text and flowcharts) to document their own CSU procedures

Seek assistance from the airline's Crisis (Response) Planning Manager (CPM) if, after the above & below, you still have trouble identifying and / or producing the necessary procedures

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 5 to your own CSU's specific purposes and circumstances



Chapter 3

Producing CSU Emergency / Crisis Response 'PROCEDURES'

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

A generally accepted & common use word for describing what is required above - is a '*procedure*' Using a very simplistic example of demonstrating what a procedure is, let's take '*making a cake*':

* Product / service	Make a cake
* Inputs / resources	Ingredients, cooking utensils, stove, the cook / chef - and so on.
* Procedure	The <i>recipe</i>
* Output	The completed cake

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

The style of writing & wording required when documenting CSU procedures should be **specific / active** rather than generic / passive i.e. state clearly:

- What will be done
- When
- How exactly
- By whom and
- In what manner

If there are any outstanding issues still to be resolved as you produce the procedures (i.e. to be resolved at some time in the future because e.g. there is no solution, resources etc. at time of writing), say so in this Chapter 3 - followed by who will be responsible for resolving the issue, how - and in what timescale. **When eventually resolved**, produce / complete the outstanding procedure(s) and insert in this Chapter 3

Chapter 3 procedures should be written in such a manner that the 'average ABCX Airways (or similar airline) person', having no specific knowledge of a particular CSU's normal operations and crisis response roles, responsibilities & procedures - should be able to understand, at least at an overview level, what the CSU procedures are describing and attempting to achieve. Therefore, it is worth re-stressing here that the procedures must be written in **full and clear detail - with explanations, consequences, limitations etc.**

At least the following should be considered when deciding which procedures to include:

- **All** significant (major) CSU crisis response functions covering both pre-planning, during crisis and post crisis. **Use your Chapter 1 bullet point list to guide you in this task**
- Procedures for manning, deployment, duties & support of the CSU's GO Team (as applicable)



The primary purposes for documenting procedures herein are:

- So that the CSU has a clear and full explanation of how it is to conduct each significant component part of its crisis response operation (for which a detailed explanation is required)
- As **reference material** for on-going CSU **training & exercising**

NB: Chapter 3 procedures should obviously be taught & practised **before** any crisis occurs

Note 1 - it is generally only necessary to document a procedure here in Chapter 3 in circumstances where 'what needs to be done' ***cannot be described in a few, simple sentences***:

- **Example** - there is a real requirement during an airline's response to a major incident to frequently brief the airline's top manager on the latest situation. There is obviously ***no need to write a Chapter 3 Procedure*** for how to do this - but the requirement should be placed in an appropriate Chapter 7 checklist instead - simply to act as a reminder (see **Chapter 7** for more on checklists)
- **Example** - during operations at the actual site of an aircraft accident, it may be necessary for certain airline staff to use personal protective equipment (PPE). Appropriate procedures ***must*** be included in Chapter 3 (of the appropriate CSU[s] plan[s] - describing how to correctly don [put on], doff [take off] and use the PPE)

Where an appropriate, acceptable (to ABCX Airways) and required procedure has already been produced by a third party (e.g. another airline; a ground handling agent; a PR agency etc.) for something that a CSU is required to do - then that procedure may be linked to electronically, rather than reproduced in full in this Chapter 3. Similarly, where such a procedure already exists elsewhere within the airline itself - it may simply be cross-referred to in Chapter 3 - together with information as to where and how the procedure may be found / accessed

IMPORTANT - *for every procedure documented there **MUST** be a corresponding (associated) cross-reference (to that procedure) in the appropriate, associated Chapter 7 CHECKLIST item*

Note 2 - during actual crisis response operations, the CSU will simply need to use the corresponding **Chapter 7 checklists** to guide its actions. This understanding is based on the assumption that the CSU is already trained and tested in all aspects (understanding and use) of its Chapter 3 **procedures** - ***before*** any crisis occurs

Note 3 - where a CSU Rep thinks appropriate, shorter / simpler (not too many words) procedures may be ***attached directly*** to the specific Chapter 7 **checklist** which refers to that particular procedure (instead of placing that procedure here in Chapter 3). If this is done, cross-reference to that specific procedure & where it will be found in Chapter 7 ***must*** be included in ***this*** Chapter 3

Note 4 - Most procedures will typically be best described using text. However, when a procedure better lends itself to e.g. a flow diagram format or similar - same may be used instead



The information in this box may provide a little more clarification re CSU 'procedure' writing e.g. take the first 'specific' bullet point on the page 26 list i.e. '..... **Activate own internal alerting & activation plan**.....'

Firstly, the above requirement **must** also be included as an 'item' in the associated Chapter 7 checklist, to remind the checklist user 'on the day of the crisis' that this is one of the many things which Flight Operations (FOPs) CSU needs to action (it might be useful at this point for the reader to take a look at the introductory paragraphs of Chapter 7- checklists [page 52] - before returning here)

Next, the CSU works out / plans (e.g. by brainstorming amongst its own appropriate staff) how it wants its * internal alerting & activation system to function in the most effective, efficient & expedient way possible - & then documents the result (the 'procedure') in Chapter ** 3 of its own CSU plan

One (but only one) way of doing this (in this case using a form of flow chart) is shown 'generically' on page 41. All that is required is to replace the 'example' letters and numbers shown, with the names of real 'CSU' staff - together with the appropriate contact information (i.e. office & home landline numbers; mobile phone numbers [work & personal]; email address etc.)

What we are saying here is that a simple flow diagram **can** be a procedure, if so desired. However, it is anticipated that most procedures for most CSUs will be produced as text

Lastly, the procedure needs to be publicised, trained and exercised - the latter two as part of a continual recurrent training and exercise regime for (in this case) the Flt Ops CSU

* Note carefully that what we have discussed above is the **internal** alerting & activation procedure for a CSU. There will also be a **separate 'external' alerting procedure** (i.e. how the CSU's 'key contactable staff' get notified of a crisis in the first place) to consider, plan for, document / train / exercise etc.

** As an exception (and for the example procedure above re 'internal alerting & activation' **only**) - it might be better to place it in Chapter 4 of CSU plans - rather than in Chapter 3 (See Chapter 4 for why this might be is advisable)

IMPORTANT - In the absence of specific instruction to the contrary from the airline CMC - CSUs are expected to autonomously, unilaterally and rapidly follow their **own** established checklists (CSU Plans - Chapter 7) & associated crisis response procedures (CSU Chapter 3) - as appropriate to the Alert State Colour Code declared and in accordance with actual circumstances prevailing 'on the day'



Instruction 6 / Production of **Chapter 4**

CSU - Alerting & Activation

This task requires the production of **Chapter 4** for your specific CSU ERP

The **first 4** pages of your own CSU plan's Chapter 4 should be reproduced (copy & paste) as per the information shown on pages **38** to **41** of this document. Adapt the content of these pages where necessary to suit the specific circumstances of your own airline / department / business unit

Additionally (and as per the 'notes to CSU Reps / Alternate Reps' shown on page **40**), it will be necessary for you to further document, in reasonable detail, how your own CSU's **internal** alerting & activation system functions - and to also produce your own CSU's '**crisis contacts directory**' (both softcopy & hardcopy versions required) - together with details of how this directory is to be maintained current, correct & otherwise fit for purpose - and by whom

It is **strongly** suggested that the CSU's crisis contacts directory, when completed, be attached to Chapter 4 of the CSU plan (in addition to being available elsewhere e.g. on a central, airline [emergency response related] database)

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 6 to your own CSU's specific purposes and circumstances



Chapter 4

ABCX Airways ALERTING & ACTIVATION SYSTEM (+ CSU Crisis Contacts Directory)

In the event of a major crisis, a CSU's **key personnel** (i.e. department / business unit Head + CSU Rep + CSU Rep Alternates + any other nominated **key** CSU personnel) will be initially alerted by the airline's central (automated) '**crisis alerting & activation system**' - as typically invoked by the airline's Operations Control Centre Duty Manager

'Alerting' typically comprises a brief telephone and / or SMS text and / or email and / or pager message etc. - being sent to every person so pre-designated to receive such notification. The alerting message will be prefixed by the appropriate ABCX Airways alert state colour code i.e. a **RED Alert** message for a catastrophic aircraft accident will be sent to the airline's **pre**-designated '**RED Alert emergency response team**'

Appropriate recipients of the alerting message are required to acknowledge the alert (generally via the touch tone keypad of their own telephone e.g. '.....press 1 if available immediately; press 2 if available soonetc.) and then report for crisis duties as soon as possible - if available and / or so directed etc.

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

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

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

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

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

** **Note 2:** The term 'reasonable' is not defined but should be interpreted logically & sensibly. As a guide, a **maximum** of about 1 to 2 hours travelling time is suggested - accounting for all expected local & seasonal traffic factors e.g. rush hour; peak summer / holiday traffic etc.



CSU Representatives & Alternate Reps are further responsible for:

- Devising an efficient and effective **internal** staff alerting & activation (callout) system for crisis use (e.g. the Cascade / Callout Tree system - see page 41 for an example of this simple, manual system which can be used for internal CSU alerting)
- Practising the department's internal alerting at regular intervals (at least 6 monthly). This is best achieved by using a "contact exercise" - rather than actually requiring personnel to report for duty. Documented records should be maintained & retained for audit purposes
- Maintaining the CSU's **internal** contacts database system (i.e. ensuring all department / business unit / CSU internal contacts [telephone, email, FAX etc.] are current, correct & appropriate)
- Maintaining the CSU's **external** contacts database system (i.e. ensuring all department / business unit / CSU external contacts [telephone, email, FAX etc.] are current, correct and appropriate)

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

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

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

Contact Telephone Numbers

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

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

* Name these persons here

Note: Such person(s) need not be the CSU Rep or Alternate Rep(s) e.g. they might be secretarial staff



Reminders

Recipients of all **RED Alert** messages involving some form of aircraft accident should be unambiguously notified (in the RED alert message) as to whether or not **GO Team deployment is required**. Note that GO Team deployment **will** typically be required for the **greater majority** of such Red Alerts

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

In such circumstances, the appropriate **internal** CSU GO Team deployment **procedure / checklist** (as should be documented in Chapters 3 & 7 respectively of all CSU plans where applicable) **should be followed**. (Where so required - consult with CPM *and* refer to [separate ABCX Airways document] CRPM Part 1 / Volume 5 - GO Team Operations - when producing this procedure & checklist)

See Chapter **6** of this plan for very brief information about the GO Team (if applicable)

Some (a small number of) CSUs do **not** deploy with the GO Team e.g. OCC; Business / staff travel etc.

NOTES to CSU REPs & ALTERNATE REPs

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

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

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

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

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

Note 3 - Where 'personal' data has been provided as per above - it **must** be protected in accordance with appropriate data protection requirements (basically, not left in public view and only shared with authorised persons) - and used **only** for the intended purpose, as agreed with the person providing the personal data



Cascade Callout Tree Alerting System - Typical Example

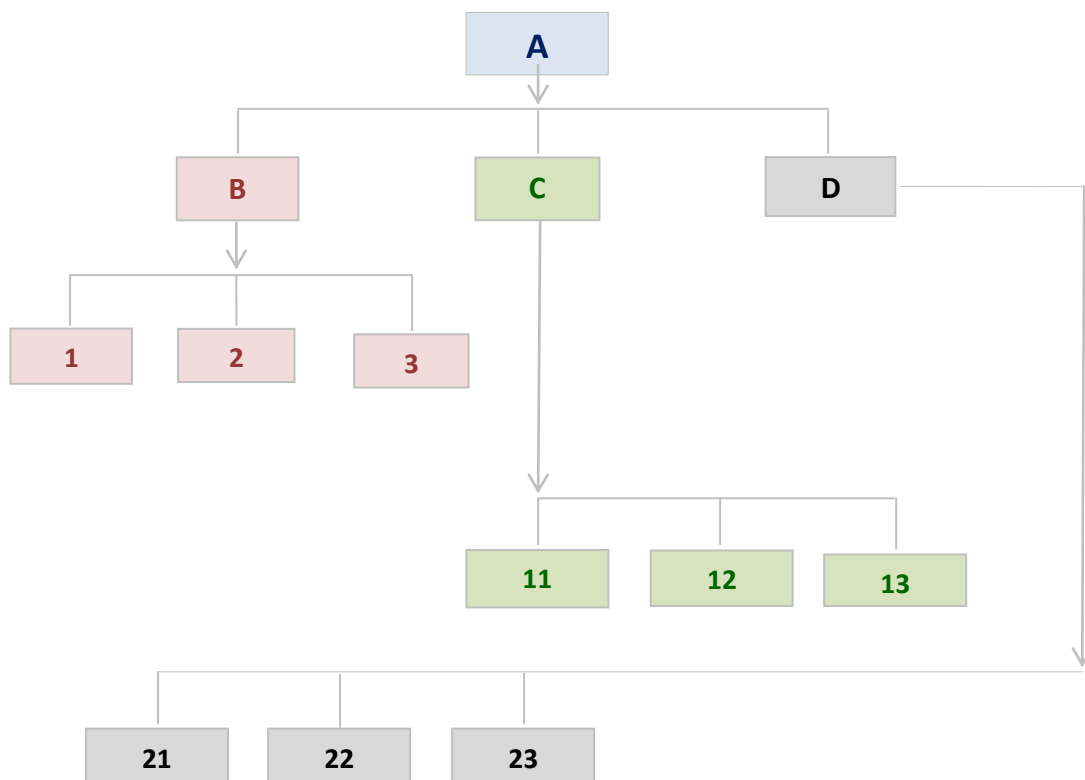
One of the simplest types of *manual* alerting system in use requires the person commencing the alert (e.g. person **A**) to make telephone calls to persons **B, C, D, E** and **F** etc. In turn, person **B** would then pass on the alerting message to persons **1, 2, 3, 4, 5** etc.

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

At the 'letters' level shown above (**B, C, D, E** etc.) - if a person to be contacted does not respond, then the person 'doing the contacting' (person **A** in this case) takes over the 'down-line' alerting job for that person, making a note of the person unable to be contacted (& trying to make such contact again at some later point)

At the 'numbers' level shown above (**1, 2, 3, 4, 5** etc.) - if a person to be contacted does not respond, then the person 'doing the contacting' simply moves on to the next contact in that particular alerting group, making a note of those unable to be contacted

The system's main advantage is its simplicity. Its main disadvantage is that it takes time, especially for large numbers of persons to be contacted, and requires personal contact details (office, home and mobile telephone numbers etc.) & associated procedures to be constantly updated & maintained - all of which must be conscientiously completed if the system is to work





Instruction 7 / Production of **Chapter 5**

CSU - Operational Communications during Crisis Response

This task requires the production of **Chapter 5** for your own specific CSU plan

Chapter 5 should be reproduced (copy & paste) as per the information shown on pages 43 to 45 of **this** document. Adapt the information shown to suit your department / business unit's specific requirements

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 7 to your own CSU's specific purposes and circumstances

Note - The table shown on page 44 is based on the assumption that the airline's 'command & control' (C4) system / model does **not** require CSUs to have a presence in the Crisis Management Centre i.e. CSUs will typically be carrying out their emergency / crisis response roles and accountabilities **from their own 'normal business' workstations** (which will generally [but not exclusively] be located at airline HQ). This particular command & control model is probably the most effective & efficient of all such models - and is also the one best used where manpower and similar resources (e.g. the CMC facility itself [e.g. size]) are limited

However, (and for information purposes only) many (probably most) airlines adopt a different command & control model whereby **all CSUs are generally represented in the airline CMC** (together i.e. combined with the 'command & control team'). Depending on the airline - this could mean having a CMC large enough to accommodate around 25 to 30 persons per CMC shift i.e. 50 persons per 24 hours of operation. As already mentioned, this creates a significant demand on all types of resource - but particularly with respect to **manpower**

For more information on the command & control system (model) adopted in this series of guideline / template documents click on the below link:

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

When the webpage opens, scroll down until you find the title:

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - ERP

Look a little further below that and you will find the document entitled:

CRPM Part 1 (ERP) / Volume 2 - 'Command & Control Operations' (click on latter to open and read)



Chapter 5

Operational Communications

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

Consider:

- **IMPORTANT** - An **activated CSU** must communicate **ASAP** with the **CMC** - confirming CSU activation, operating location, full contact details (phones, emails & FAX) + details of staff planned to run the CSU for the first shift, second shift etc. In the same message, **full details** of any CSU staff assigned to deploy with the GO Team (as applicable) shall also be provided
- All CSUs shall maintain their **own** (specific to the CSU) emergency / crisis response * logs
 - * Logs may be kept manually (pen & paper etc.) **OR** by using an electronic log based on Microsoft WORD & EXCEL (see *separate* ABCX Airways document **CRPM Part 1 / Volume 2** page **131** for details - [see link on previous page]) **OR** by using the automated alerting system's log function - where /if one is (rarely) so provided. A **hard copy** log template will be found at attachment 1 to **this** Chapter 5
- A regular schedule (e.g. at least hourly) of CSU crisis response situation reports (SITREPs) - from the CSU to the CMC + any other appropriate recipients, should be implemented
- In circumstances where a CSU is required to pass information of high importance / priority / sensitivity - **this must always be communicated immediately by 'voice'** i.e. either face to face or via telephone, backed up by written SITREP and log entry - or similar
- CSU SITREPs (amongst other communications) will be used by the CMC Log Manager to update the CMC '**big picture**' log - which will be produced in such a manner that it continually & consistently reflects the **overall** informational situation of the **entire** airline crisis response operation worldwide (as appropriate). This log will be one of the 'major tools' which the CMC's Crisis Director uses in his / her overall management of a crisis
- CSU SITREPs to be passed directly to the CMC Log Manager via Email, FAX, voice or by hand
- Where CSU SITREPs are communicated via email - use of dedicated **CMC** (role specific e.g. 'Crisis Director'; 'Log Manager') mailboxes shall be made (see next page). **Dedicated CSU role mailboxes** shall also be provided by the airline to all CSUs - and similarly used
- All logs, SITREPs etc. shall use **xx** local date / time (generally local date / time of location where airline HQ is situated). However, where the risk of confusion is considered significant, GMT / UTC can be used instead. All SITREPs & similar communications shall clearly indicate which date / time system is being used
- Where circumstances dictate that hard copy logs / SITREPs be used (e.g. due IT failure) they must either be in a typed or handwritten format. If the latter is used, the text is to be written in clear, capital letters i.e. there must be no confusion caused by poor handwriting



CMC - located Building xxx / Office yyy / ABCX Airways HQ - XYZ Airport (Example Only)

CMC manned during major crisis response operations only

Management Team

Crisis Director	+ 44 (0)4321 506859/Ext 4659	cdcmc@abcxairways.com
Chief of Staff / *CC1	+ 44 (0)4321 506858/4658	cc1cmc@abcxairways.com
Deputy CD / CC2	+ 44 (0)4321 506863/4663	cc2cmc@abcxairways.com
CC3	+ 44 (0)4321 506862/4662	cc3cmc@abcxairways.com
CC4	+ 44 (0)4321 506860/4660	cc4cmc@abcxairways.com
CC5	+ 44 (0)4321 506857/4657	cc5cmc@abcxairways.com
Log Manager	+ 44 (0)4321 506856/4656	lmcme@abcxairways.com
Administrator	+ 44 (0)4321 506861/4661	admcmc@abcxairways.com

*CC = 'Crisis Controller'

Liaison & Support Reps in CMC

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

****** Second OCC DM + 44 (0)1582 xxxxxx ioccmc@abcxairways.com

****** When (if) an 'extra' OCC Duty Manager might be required to operate *from the CMC* e.g. during severe disruption operations. (Note - OCC DM will **normally** operate from **OCC** for **RED alert** catastrophic aircraft accident type operations)

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

+ 44 (0)7xx xxx xxxx
+ 44 (0)7xx xxx xxxx
+ 44 (0)7xx xxx xxxx
+ 8816 314 xxx xxxx (PIN1111) - Satellite Phone
+ 8816 314 xxx xxxx (PIN2222) - Satellite Phone

FAX Inbound + 44 (0)4321 xxxxxx
FAX Outbound + 44 (0)4321 xxxxxx

Conference Call Procedure: TBA



Instruction 8 / Production of **Chapter 6**

CSU - GO Team Deployment (as appropriate)

This task requires the production of **Chapter 6** for your own specific CSU ERP

Your own CSU plan Chapter 6 should be reproduced as per the information shown on pages 47 to 50 of this document. Adapt the information shown to suit your department / business unit's specific requirements

It will be necessary for the CSU Rep / Alternate Rep to complete information forms for **each** CSU staff member who is **potentially** liable for ABCX Airways **GO Team** deployment

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 8 to your own CSU's specific purposes and circumstances



Chapter 6

ABCX Airways - GO TEAM

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

Note: For **pre-planning** purposes and where not obvious, the airline's Crisis (Response) Planning Manager will discuss the GO Team requirement with potential GO Team CSUs - and a mutual decision agreed as to whether or not GO Team participation is required by any particular CSU. For now, the most likely GO Team CSUs are those so annotated in the table shown on page 22

Note: For the sake of document layout standardisation, those CSUs **not** expected to deploy staff with the GO Team should still include a Chapter 6 in their CSU plans - but it should be entitled 'deliberately blank'

This Chapter requires a full list of **xxxxxxx** (your own) **CSU** members to be documented herein - such members being potentially required to deploy (at short notice) with the airline GO Team, to any location world-widefor up to seven days (and possibly longer in extremis)

The CSU Rep & Alternate Rep(s) are responsible for managing and updating this list at no more than 3 monthly intervals. This task may be delegated

Personal data / information forms for recording details of those CSU staff earmarked for potential GO Team deployment are attached to this Chapter 6. For data protection purposes, this information must be appropriately safeguarded and only used for the purposes intended - as agreed with the person(s) providing the information

Alerting /activation / deployment etc. procedure and potential duties of **xxxxxxx** CSU GO Team staff can be found / are referred to in the appropriate parts of **Chapter 1** (Bullet Point summary), **Chapter 3** (Detailed Procedures) and **Chapter 7** (Checklists) of **each**, appropriate CSU plan

For more information on the ABCX Airways GO Team click on the below link:

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

When the webpage opens, scroll down until you find the title:

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - ERP

Look a little further below that and you will find the document entitled:

CRPM Part 1 (ERP) / Volume 5 - 'GO Team Operations' (click on latter to open and read)



Attachment 1A to xxxxxxxx CSU CH 6 - GO Team Information Form - Person 1

STAFF - in - CONFIDENCE when completed

Full Name:

Staff No:

Department / Designation / Title:

Date of Birth:

Office / Home / Mobile Tel Numbers:

Nationality:

Passport No:

Passport Issue Place:

Passport Issue Date:

Passport Expiry Date:

Closest Relative / Next of Kin (NOK) - (*Name / Relationship / Contact Info*):

Vaccination Details:

First Aid Training Details (include certificate number & expiry date):

Blood Borne Pathogen Training (include certificate number & expiry date):

Any other relevant information - e.g. person suffers from diabetes, asthma, cardio-vascular disease, stroke, allergies, HIV etc.



Attachment 1B to xxxxxxxx CSU CH 6 - GO Team Information Form - Person 2

STAFF - in - CONFIDENCE when completed

Full Name:

Staff No:

Department / Designation / Title:

Date of Birth:

Office / Home / Mobile Tel Numbers:

Nationality:

Passport No:

Passport Issue Place:

Passport Issue Date:

Passport Expiry Date:

Closest Relative / Next of Kin (NOK) - (*Name / Relationship / Contact Info*):

Vaccination Details:

First Aid Training Details (include certificate number & expiry date):

Blood Borne Pathogen Training (include certificate number & expiry date):

Any other relevant information - e.g. person suffers from diabetes, asthma, cardio-vascular disease, stroke, allergies, HIV etc.



Attachment 1C to xxxxxxx CSU CH 6 - GO Team Information Form - Person 3

STAFF - in - CONFIDENCE when completed

Full Name:

Staff No:

Department / Designation / Title:

Date of Birth:

Office / Home / Mobile Tel Numbers:

Nationality:

Passport No:

Passport Issue Place:

Passport Issue Date:

Passport Expiry Date:

Closest Relative / Next of Kin (NOK) - (*Name / Relationship / Contact Info*):

Vaccination Details:

First Aid Training Details (include certificate number & expiry date):

Blood Borne Pathogen Training (include certificate number & expiry date):

Any other relevant information - e.g. person suffers from diabetes, asthma, cardio-vascular disease, stroke, allergies, HIV etc.



Instruction 9 / Production of **Chapter 7**

CSU Checklists

Your own CSU plan Chapter 7 should be developed along the same lines as the information shown on pages 52 to 56 of this document. Adapt and expand the information shown to suit your own department / business unit's specific requirements

It will be necessary for the CSU Rep / Alternate Rep to **originate & complete** the checklists required in this Chapter 7 - matching their corresponding (associated) procedures as documented in Chapter 3 i.e. if a CSU procedure has been shown in Chapter 3, then a corresponding checklist **must** generally be shown in Chapter 7

To be 100% clear on this, you must originate / produce all of your own CSU checklists for inclusion in Chapter 7 of your own specific CSU ERP. (*This guideline / template document [the one you are reading now] is unable to provide these checklists for you*)

Note that the checklists shown on pages 53 to 56 of this document are **representative** (fictional) **examples only** and **must** be replaced with checklists appropriate to your own CSU's operation / circumstances. Other (additional) appropriate checklists **will also need to be originated and added**, depending on the crisis response roles and responsibilities of the particular CSU

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 9 to your own CSU's specific purposes and circumstances



Chapter 7

CSU - CRISIS RESPONSE CHECKLISTS

Whilst "Procedures" (see Chapter 3) describe how to implement elements of a CSU Plan in detail, Checklists are simply brief, documented reminders designed to guide what needs to be done by CSU personnel during any actual crisis response operations 'on the day'

The Chapter 3 procedures are for pre study and use during training (i.e. CSU staff are expected to be familiar with them before any crisis [and / or associated exercising] occurs) - whilst the Chapter 7 checklists serve simply an aide-memoire for use on the day of the actual crisis itself

Accordingly, for each appropriate procedure documented in Chapter 3 of a CSU plan - there must typically be a corresponding checklist / checklists item documented in Chapter 7 of the appropriate CSU plan

Note - a checklist might be seen as a kind of 'halfway house' between its associated and very brief Chapter 1 bullet point and the corresponding Chapter 3 procedure e.g. it is recommended that any contact information required when carrying out a checklist - be 'embedded within the checklist itself - where appropriate

Examples

On the next four pages (pages 53 to 56) will be found two sample CSU crisis response checklists

The content of each sample checklist is 'fictionally representative' only, and will not necessarily apply directly to the equivalent (similar) real ABCX Airways CSU checklists (when the latter are eventually produced). However, they do demonstrate a typical checklist layout and content format - which might be found useful as a guide

The importance of good, well written & appropriately targeted checklists cannot be over-emphasised. CSUs should take the time & effort to get them right

N.B. - In the absence of specific instruction (from the airline CMC) to the contrary, CSUs are expected to autonomously and unilaterally follow their own established checklists (Chapter 7) & associated crisis response procedures (Chapter 3) - as appropriate to the Alert State Colour Code declared and according to actual circumstances prevailing 'on the day'



Example Only

Not to be used *except* as an indication of layout & content of a *typical* CSU crisis response checklist

Aircraft Engineering (ENG) CSU - On-call CSU Representative - 'First Response' Checklist - **RED Alert**

	Action	☑ ?
1	Acknowledge receipt of automated alerting message - write down main details	
2	Contact ENG Managing Director - MD (or equivalent person) to check that he / she has also been alerted (<i>telephone xxxxxxx</i>)	
3	Initiate ENG Department's own internal alerting & activation system as per CSU SOP	
4	Select x members of the ENG Aircraft Recovery / Salvage Team - for potential deployment in support of crisis (via GO Team deployment and / or otherwise)	
NB: Next 5 checklist items below are to be implemented by the Maintenance Control Centre's duty manager (MAINTROL DM) upon your instruction and as per existing ENG CSU SOPs		
Complete / invoke all 5 checklists items (items 5 to 9 below) via the same (one) telephone call to MAINTROL		
5	<p>Contact Maintenance Control Centre duty manager (MAINTROL DM) (<i>telephone xxxxxxx</i>) and brief him / her on the crisis situation</p> <p>Where GO Team deployment seems likely - request that MAINTROL DM commences initial preparations (in conjunctions with [Commercial] Airline Planning & Operations Control Centre CSUs where necessary) to provide a suitable aircraft (including from non-airline sources if actual situation 'on the day' so dictates) - for use in deploying the airline GO Team</p>	
6	Advise MAINTROL DM of ENG staff nominations as per 4 above - and request that he / she alerts & activates same accordingly. Also request that airline CMC be supplied (from the recovery / salvage team's personal files) with any documentation details which might be required for travel / visa requirements etc.	
7	<p>Nominate appropriate (e.g. trade groups B1 /B2 / C) ENG reps for potential deployment with airline's 'air accident investigation team.' Arrange alerting & activation of these persons via MAINTROL DM</p> <p>For GO Team deployment - ensure that MAINTROL provides CMC (from appropriate personal data files) with any documentation required for travel / visa requirements etc.</p>	
8	Nominate ENG rep for ENG CSU roster (for second shift) - and arrange alerting & eventual activation of this person via MAINTROL DM	
9	Advise MAINTROL DM to contact ENG Facilities / Ground Service Equipment / Logistics / Stores / whoever (<i>telephone xxxxxxx</i>) - in order to direct them that the Aircraft Recovery / Salvage Kit and ENG GO Kit be immediately prepared for deployment	



10	Proceed to office (from which ENG CSU will operate) without delay and commence ENG CSU first shift duty	
11	Upon arrival at office - re-confirm with MAINTROL DM (<i>telephone xxxxxxx</i>) that all staff already nominated (as per checklist items 5 to 9) have been successfully alerted & activated - & that appropriate details of same have been / will be passed to CMC and / or yourself. Where necessary make substitutions and direct MAINTROL to implement	
12	Check-in with CMC (<i>telephone xxxxxxx</i>) - provide them with your name, contact details (+ same for all other ENG CSU staff who might also be on duty for the first CSU shift)	
13	Commence written log of events (including what has already occurred / been achieved)	
14	Double-check that GO Team deployment is required. If so, confirm with MAINTROL DM - and re-confirm status of GO Aircraft generation & ENG CSU GO Team representation	
15	Provide updated voice briefing to ENG MD (or equivalent) (<i>telephone xxxxxxx</i>)	
16	Notify aircraft manufacturer (e.g. Boeing or Airbus 'technical support' HQ) for possible support in Aircraft Recovery / Salvage / Accident Investigation operations. Also advise local Boeing or Airbus Field Support Representative(s) - if appropriate (<i>telephone xxxxxxx</i>)	
17	If incident occurs at a location away from airline's main / home base area, try to make contact with local Aircraft Engineering staff at (or as near as possible to) incident location - in order to offer (local) support and advice and to get latest engineering aspects update of the crisis	
18	If incident is non-ABCX Airways (e.g. codeshare or alliance type situation) - make contact with the other airline's Maintenance Control Centre. Establish if ABCX Airways ENG services are required. If so, action accordingly	
19	Appoint a responsible person to collect and safeguard (impound / freeze / deny access to) all engineering documentation associated with the accident aircraft- whether soft and / or hard copy (<i>see list of such documentation at yyyyyyy</i>)	
20	Check on the preparation for deployment status of the Recovery / Salvage Kit & GO Kit for transportation	
21	Final check (with all appropriate ENG Team members) that required preparations are complete or 'in hand' - including GO Team deployment preparations, as applicable	
22	Initiate / delegate (other / separate) ENG CSU checklist as appropriate - otherwise continue to provide your crisis response expertise in support of the ENG CSU crisis response effort	
23	etc.	
<i>End of Checklist</i>		

Note to Reader - the above checklist is **not** complete, but what **has** been included demonstrates the layout & type of some of the information which might typically be included in a crisis response checklist (in this case for an airline's aircraft engineering [ENG] CSU). In reality, other (**additional**) ENG CSU checklists **will also be required** e.g. for how to report for & deploy with the airline GO Team; for use by the airline engineer supporting any air accident investigation process; for the person collecting / impounding the required ENG documentation; for use by the ENG person managing ENG aspects of accident aircraft recovery / removal / salvage operations etc.



Example Only

Not to be used except as an indication of layout & content of a *typical* CSU crisis response checklist

Checklists for **Legal CSU** (Airline) - **RED Alert**

	Action	<input checked="" type="checkbox"/> ?										
1	<ul style="list-style-type: none">Acknowledge automated alerting messageWrite down main detailsContact Legal Department's top manager (as appropriate) to double check that he / she has also been alerted (telephone xxxxxxx)Activate Legal CSU's internal alerting system as per appropriate CSU SOPReport to the Legal CSU office without delay (if not already there)Commence & maintain a written log of events											
2	Log on to appropriate computer and activate the Legal CSU mailbox - obtain an update on the crisis situation as provided by emails sent from OCC CSU and / or CMC											
3	Check-in with CMC (or OCC if CMC not yet activated) - provide them with you name, contact details (& same for all other Legal CSU staff who might be assisting you) (telephone xxxxxxx)											
4	<ul style="list-style-type: none">Be immediately available to provide expert legal advice & services to the airline / other valid & authorised recipientsVet / approve all press releases, statements etc. (from legal viewpoint only)											
5	Nominate & notify a potential Legal CSU GO Team member(s) - where so required											
6	Assist (possibly with Insurance CSU) in the preparation of appropriate notices to aircraft owners / lessors - & maintain a regular liaison & communication regime with same											
7	<p>Notify pre-nominated (external parties engaged by the airline) INCE & Co / DLA Aviation Crisis Response Team members of the crisis situation - and advise them to prepare for possible deployment (to accident location / wherever) in order to provide appropriate on-site legal services on behalf of the airline / aircraft owners & lessors etc.</p> <p>INCE & Co Emergency number: + 44 (0)7xx xx xxxx DLA Emergency number: + 44 (0)7xx xx xxxx</p>											
8	<p>Provide CMC with the correct & full details of the deploying persons from INCE & Co / DLA. This should be done by telephone first (telephone xxxxxxx) - then also sent via email. The details must include:</p> <table><tr><td>Name:</td><td>Passport Expiry date:</td></tr><tr><td>Nationality:</td><td>Passport place of issue:</td></tr><tr><td>Passport Number:</td><td>Date of birth:</td></tr><tr><td>Passport Issue date:</td><td>24 hour contact telephone numbers:</td></tr><tr><td>Next of Kin details:</td><td></td></tr></table> <p>CMC will co-ordinate this team's travel from UK to wherever they are required</p>	Name:	Passport Expiry date:	Nationality:	Passport place of issue:	Passport Number:	Date of birth:	Passport Issue date:	24 hour contact telephone numbers:	Next of Kin details:		
Name:	Passport Expiry date:											
Nationality:	Passport place of issue:											
Passport Number:	Date of birth:											
Passport Issue date:	24 hour contact telephone numbers:											
Next of Kin details:												



9	When directed by CMC - contact the legal firm(s) associated with ABCX Airways in the country of accident occurrence (or the nearest country to it) - for their expert legal opinion in relation to 'local' media, liability etc. type matters - and also on-site advice & liaison to / with victims (including crew), victims' families, other employees, air accident investigation authorities etc. - plus anyone else, as directed by Legal CSU <i>See Appendix xxx - 'Crisis Response Law Firms Worldwide' - for details and associated contact information</i>	
10	Take all & any other actions necessary / available (concerning the crisis) deemed necessary to make the airline 'legally compliant / not liable' - as appropriate (e.g. with regard to USA & European Union 'Family Assistance' type legislation; with regard to legal requirements associated with 'immediate economic needs' type payments; with regard to applicable provisions of Warsaw & Montreal Conventions etc.)	
11	Ensure that regular updates / advice on legal specific matters (concerning the crisis) are relayed to CMC by telephone or email. Telephone or face to face contact must be used for urgent / very important / very sensitive type information	
12	Liaise & communicate frequently with Insurance CSU and the Insurers' lawyers as well as with Finance CSU etc.	
13	etc.	
	<i>End of Checklist</i>	

Note - the above checklist is **not** complete, but what **has** been included demonstrates the layout & type of information to typically be included in a crisis response checklist (in this case for an airline's Legal CSU)



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Instruction 10 / Production of an '**Appendix A**'

Typical Roles & Responsibilities for Airline CSUs

Add an 'Appendix A' to your own CSU plan i.e. 'copy & paste' relevant (to your own CSU) pages from those shown on pages 61 to 98 below

Adapt the information shown to suit your department / business unit's specific requirements

Notes:

a) There is obviously no need to reproduce (in this appendix only) any information directly related to **your own** CSU - as all such information should have already been accounted for in the body of your own (prepared / completed) CSU plan

b) Consider reproducing (in this appendix) only information of operational interest to your own CSU e.g. Flight Operations CSU might wish to include the information provided for Cabin Crew CSU - & vice versa. Finance, Legal & Insurance CSUs will all have a major interest in what each other will be doing during crisis response etc.

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 10 to your own CSU's specific purposes and circumstances



Appendix A to CRPM Part 1 / Volume 7

ABCX Airways

Typical Roles & Responsibilities for Airline Crisis Support Units

Important Reminder

The following information is based on generic ‘fictional’ airline - **ABCX Airways**

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Crisis Support Unit

AIRPORTS DEPARTMENT (as typically located at Airline HQ) [typically part of 'Ground Ops']

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain the Airports HQ CSU - **Emergency Response Plan**) - with assistance (if required) provided by the airline's 'expert' emergency response planning staff
- *Oversee* preparation, documentation, implementation, maintenance & review of 'Station' emergency response procedures (i.e. for each ABCX Airways airport *regularly* operated to) - with advice on same being provided by the airline's expert emergency response planning staff
- *Oversee* preparation, documentation, implementation, maintenance & review of an appropriate process designed to ensure that ABCX Airways aircraft accidents occurring at 'ad hoc' (one-off / non-regular) airport destinations - are handled in the most appropriate manner possible (from the airline viewpoint) - with advice on same being provided by the airline's expert emergency response planning staff
- In conjunction with other, appropriate CSUs (e.g. Procurement) - ensure that the '**emergency response assistance**' provisions of IATA Standard Ground Handling Agreements (SGHA) are engaged and used to full effect (such provisions only available in 2008 / 2013 / 2018 SGHA versions)
- Pre-plan for the most effective, efficient & expeditious method of how to board the airline GO Team at departure airport - wherever it might be (e.g. a suitable no ticket [NO REC] procedure)
- Maintain (i.e. regularly update) your CSU crisis contacts directory (also pass all updates to CPM)
- *Oversee* the preparation & regular updates of *Station* crisis (emergency) contacts directories
- Regularly check all associated hardware, software, telecommunications, documentation and any other issues associated with the assigned *Airports* CSU desk position within the CMC - and / or at any other appropriate Airports CSU emergency response assigned operating position(s)
- Conduct initial and refresher CSU training in / exercising of - 'Airports HQ CSU' emergency response procedures - and maintain appropriate records
- *Oversee* initial and refresher training in /exercising of - '*Station*' emergency response procedures, including the maintenance of appropriate records
- Provide ongoing ERP general awareness training for **non-CSU** airports department colleagues
- Plan on using the 'Airports HQ CSU' ERP - to guide actual crisis response operations
- Ensure that 'Station(s)' plan on using their own 'ABCX Airways' emergency response plan(s) - to guide *local* response during actual crisis (*in conjunction with but subordinate to any Airport Operator Emergency Plan (AEP)* available locally)
- Refine CSU and 'Station(s)' emergency plans post crisis and / or exercises - as a result of 'lessons learned' type feedback

Specific (During Crisis)

- Activate Airports HQ own *internal* alerting & activation system
- Activate and man the Airports HQ CSU
- Invoke the Airports HQ CSU ERP
- Man the 'Airports HQ' CSU desk in CMC and /or any other location - as per airline SOP
- Provide specialist advice to Crisis Director and CMC Team
- Provide all & any direction, support & advice to responding staff at airports affected by the crisis



CSU - Airports Department - as typically located at Airline HQ - *continued*

- In conjunction with Aviation Security CSU (or whomever) obtain all and any (available / accessible) relevant APP / API / APIS (security related) reports and related information on accident victims without delay - and make available to CMC
- Provide specialist / general airports skilled manpower for deployment with GO Team (ideally 2 or more persons; absolute minimum of 1 person)
- If GO Team is to deploy by air - *oversee* the 'total check in and boarding procedure / facilities / operation' for GO Team staff, including all necessary liaison with relevant Aviation and Airport Authorities, Customs, Immigration & Quarantine, Security, Catering, other appropriate CSUs and departments within the airline / group
- In conjunction with Cargo / whichever CSU - arrange for loading, unloading & all clearances / paperwork (for *cargo* [GO Kit and Specialist Equipment] & *baggage*) of GO Aircraft - at departure & destination airports, as required
- Arrange ground handling for GO Aircraft at all appropriate airports - as required
- In conjunction with station airports staff (i.e. station of last departure of accident flight), IT CSU and the appropriate Reservations (CRS) / Check-in (DCS) system CSU and / or appropriate operating company (+ any others as required) - *oversee* the locking out / freezing / inhibiting / spiking (denying access) process of the relevant *reservations* and *check-in system* records - *as associated with the accident flight*
- In conjunction with station airports staff (i.e. station(s) of last departure of accident flight) and the appropriate Reservations (CRS) / Booking / Check-in (DCS) system CSU and / or operating company (+ others as required) - *oversee* the task of providing initial (*unverified*) and (in due course) updated (*verified*) accident flight passenger manifests / lists to the OCC, CMC, emergency services, relevant authorities etc.
- In conjunction with CGO / whichever CSU *plus* station airports staff (i.e. station[s] of last departure of accident flight) - *oversee* task of providing accident flight's Dangerous Goods, other cargo, baggage and mail information etc. - to OCC, CMC, emergency services, 'authorities' etc.
- **Closely oversee** the Passenger Manifest Verification (reconciliation / confirmation) task - as conducted by station airports staff (i.e. generally staff at the station(s) of last departure of the accident flight)
- In conjunction with Business / Staff Travel CSU, HR CSU and Ticket / Holiday Booking / Reservations CSUs (& other similar & relevant departments / business units as required, internal and / or external) - provide CMC with details of all:
 - Staff passengers (duty or leisure) and any accompanying family, relatives & friends
 - Non-company passengers travelling on business at company behest / invitation (e.g. consultants, interviewees etc.)
 - Other airline (OAL) staff, passengers etc. - possibly travelling on the accident flight - for duty; for leisure etc.
- In conjunction with HAT (if any) - arrange for all and any 'Airports HQ' support (including specialist psychological, emotional, social and welfare support etc. - as required) to Airports staff and their FR, who might be adversely affected by the crisis - and / or the FR of those Airports HQ CSU staff deployed with the GO Team (as applicable)
- Maintain a comprehensive and written record of events (crisis log) throughout the crisis
- Anything else at the Airports HQ CSU's discretion



CSU

BUSINESS / STAFF / INDUSTRY TRAVEL

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'Business / Staff Travel's CSU emergency response procedures - (including pre-planning for the set up and running of a crisis 'VISA Assistance Centre' for GO Team - + [Victims'] Family, Relatives & Friends [FR] - all potentially liable to travel to the accident site from world-wide departure points). Complete the above with assistance provided (if necessary & as available) by the airline's 'expert' / full-time emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware and software equipment and systems; documentation etc. - associated with the assigned Business / Staff Travel CSU position in CMC and / or elsewhere - as required
- Conduct initial and refresher CSU training in / exercising of - 'Business / Staff Travel's emergency response procedures - and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU business / staff travel colleagues
- Pre-plan to use the 'Business / Staff Travel' emergency response plan prepared as per above - to guide actual crisis response
- Refine CSU's crisis plans post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate Business / Staff Travel *internal* alerting & activation system
- Activate and man the Business / Staff Travel CSU
- Invoke the Business / Staff Travel CSU's ERP
- Man 'Business / Staff Travel' CSU desk in CMC and / or any other location - as per airline SOP
- Provide specialist advice to Crisis Director and the CMC Team
- In conjunction with HR CSU, Airports Department HQ CSU, Ticket Booking Department (e.g. Reservations) and Tour Operator Crisis Centre (Tour Operator type airlines only for latter) - provide CMC with details of all *1) staff passengers (duty and / or leisure) and invited relatives & friends; 2) non-Company passengers travelling on business at Company invitation / cost (e.g. consultants, job interviewees etc.); 3) OAL (other airline) passengers etc.* - who might possibly have been travelling on the accident flight
- Provide and / or oversee and / or assist with *any and all crisis related air and ground travel arrangements plus accommodation requirements etc.* - as appropriate to actual circumstances prevailing 'on the day'
- Operate a crisis 'VISA Assistance Centre' - if appropriate i.e. trouble shoot VISA type problems for all responding airline teams (especially the GO Team) and also for travelling accident victims and / or their FR - and similar
- Arrange for appropriate psychological, emotional, social and welfare support for Staff Travel staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

CABIN CREW (Typically part of an airline's Customer Services / Service Delivery Department)

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'Cabin Crew Management' CSU's **ERP** - with assistance (if necessary / as available) provided by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (& also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Conduct initial and refresher CSU training in / exercising of - 'Cabin Crew Management' CSU's ERP - and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU cabin crew department colleagues
- Pre-plan to use the 'Cabin Crew Management' CSU's ERP - to guide response during actual crisis
- Refine CSU's crisis plans as a result of 'lessons learned' post crisis / exercise

Specific (During Crisis)

- Activate Cabin Crew CSU's *internal* alerting & activation system
- Activate and man the Cabin Crew CSU
- Invoke the Cabin Crew CSU's ERP
- Activate / man 'Cabin Crew' desk in CMC and / or other location - as per airline SOP
- Provide specialist advice to Crisis Director & CMC Team
- Oversee selection of (suitable) *operating cabin crew* for GO Aircraft - as required
- If GO Team is to deploy, provide appropriate Cabin Crew representation
- Provide specialist air accident investigation personnel for GO Team - as required / permitted
- In conjunction with IT & HR CSUs, *monitor the locking out / freezing* of the relevant cabin crew *electronic personnel & document system records* - as associated with the accident flight
- Manage the *collection & safeguarding* of all other appropriate cabin crew personnel documentation e.g. hard copy personal records maintained by HR department; SEP unit etc.
- Manage the *collection & safeguarding* of a complete set of appropriate & current cabin crew Operations Manuals and associated publications (NB: must not be amended after collection)
- Monitor the airline's overall Humanitarian Assistance Team 'Peer Support' task - in providing support to surviving 'accident flight' cabin crew
- Arrange for other / additional, suitable on-going support to appropriate cabin crew's FR (including serious injury / death notifications as required - the latter strictly in accordance with the appropriate and applicable laws / culture / custom / best practice / airline policy etc.)
- As required, liaise with appropriate authorities, cabin crew FR, specialist third party contractors (if any) etc. - concerning provision of ante-mortem DNA, Dental / Fingerprint / Medical Records, Death Certificates; Repatriation, Funeral Arrangements; Memorials (services and structures etc.)
- Provide / oversee internal crisis information (internal communications) and support to the cabin crew community and their FR - as a whole
- Conduct cabin crew union liaison as relevant
- Maintain a comprehensive and written record of events (crisis log) throughout crisis

Note: When deploying with GO Team - ensure that the cabin crew CSU team take with them appropriate photographs of all cabin crew believed to have been on board the accident flight



CSU (Still under Development)

Airline's **Commercial - Call** / Contact / Information **Centre(s)**

(NB - This section is **NOT** referring to the airline's **Emergency Call** / Contact / Information Centre)

To be issued

Important Note - All company 'normal business' type commercial call / contact / information centres should have in place a system whereby **inbound** calls are intercepted by a suitable, automated 'message system' - which is capable of redirecting 'crisis related' callers to a more appropriate destination call centre e.g. the airline's own (or contracted) '**emergency** call centre'

See also 'Emergency Call Centre' entry - page 71

See also 'Reservations CSU' entry - page 95



CSU

COMMERCIAL (AIRLINE) PLANNING

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate *Commercial Planning CSU's* emergency response procedures (i.e. the CSU's **E**mergency **R**esponse **P**lan) - with assistance provided (if required and as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Conduct initial and refresher CSU training in / exercising of - the appropriate CSU emergency response procedures
- Provide ongoing ERP general awareness training for non-CSU commercial airline planning colleagues
- Plan to use the CSU's emergency response plan to guide response during actual crisis
- Refine relevant CSU plans post crisis and / or exercises as a result of 'lessons learned'

Specific (During Crisis)

- Activate Commercial Planning's *internal* alerting & activation system
- Activate and man the Commercial Planning CSU
- Invoke the Commercial Planning CSU ERP
- Assist OCC's Duty Manager in sourcing GO Team Aircraft (as required e.g. in order to do this it might be necessary to remove an appropriate aircraft from a commercial service)
- Arrange over-flight clearances & similar (e.g. landing slots) for GO Team Aircraft (as required)
- Liaise directly with any other airline(s) involved e.g. alliance, code-share, sub-charter, lease etc.
- Provide specialist advice to Crisis Director and CMC Team
- Operate from normal work location during crisis *i.e. CMC presence **not** normally required*
- In conjunction with HAT (if any) - arrange for appropriate psychological, emotional, social and welfare support for Commercial Planning staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

COMMERCIAL - (including Sales; Marketing; Retail; Ecommerce etc.)

General (Pre-planning)

- Establish own **internal** alerting & activation system
- Prepare, document and maintain appropriate **'xx'** CSU Emergency Response Plan (**ERP**) - with assistance provided (if necessary & as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Conduct initial / refresher CSU training in / exercising of the ERP. Maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU commercial department staff
- Plan to use the **'xx'** CSU ERP - to guide response during actual crisis
- Refine CSU's ERP post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate department's **internal** alerting & activation system
- Activate and man the CSU
- Invoke the CSU's ERP
- Provide specialist advice to Crisis Director & CMC Team
- Consider temporarily halting advertising / marketing campaigns
- Consider temporary closure of company premises easily accessible to the public e.g. sales offices; retail shops etc.
- **Oversee** (in conjunction with Crisis Communications CSU Team) sensible & sensitive management and handling of company web site(s) content (especially the home page[s]) - together with any company social networking sites / content (unless the airline has a very sophisticated social media capability [including adequate staff resourcing, training and experience] do **not** enter into '2 way' social media type conversations i.e. 'push' social media type info ONLY)
- Operate from normal work location during crisis **i.e. CMC presence not normally required**
- Arrange for psychological, emotional, social and welfare support for own staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis

(The remainder of this page is still under Development)



CSU

CARGO

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate Cargo CSU's emergency response procedures (**E**mergency **R**esponse **P**lan) (with assistance provided [if necessary and as available] by the airline's 'expert' emergency planning staff)
- *Oversee* same (see bullet point immediately above) at all other locations where cargo operations are conducted on behalf of the airline
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use the Cargo CSU's emergency response plan to guide response during actual crisis
- Conduct initial and refresher training in / exercising of the Cargo CSU's ERP
- Provide ongoing ERP general awareness training for non-CSU cargo department colleagues
- Refine Cargo CSU ERP post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate Cargo's *internal* alerting & activation system
- Activate and man the Cargo CSU
- Invoke the Cargo CSU ERP
- **Immediately** provide / arrange to provide (to appropriate Station & Airport staff, the OCC and the CMC) complete & required information pertaining to any hazardous material / dangerous goods carried on board the accident aircraft
- Provide specialist advice to the Crisis Director & CMC Team
- Provide specialist personnel for GO Team deployment (as appropriate)
- Retrieval from storage plus obtaining all departure clearances & then loading of GO Kit and other Specialist Cargo on to GO Aircraft - in conjunction with other CSUs as required e.g. 'Airports HQ' & 'Aircraft Engineering'
- Arrange unloading & arrival clearances of GO Kit / other cargo at destination airport
- Liaise with relevant shippers, exporters, forwarders etc.
- Liaise with airline's insurers on CGO and similar matters
- Advise on and arrange cargo, baggage, mail etc. recovery - as appropriate
- Arrange for psychological, emotional, social and welfare support for Cargo staff and families - as appropriate
- Operate from normal work location during crisis *i.e. CMC presence **not** normally required*
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

IN-FLIGHT CATERING (typically part of Customer Services / Service Delivery Department in many airlines)

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'In-flight Catering' CSU's emergency response procedures (**E**mergency **R**esponse **P**lan) - with assistance provided (if necessary and as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass on all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use the 'Catering' emergency response plan - to guide response during actual crisis
- Conduct initial and refresher CSU training in / exercising of the Catering CSU ERP - and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU catering department colleagues
- Refine CSU's crisis plans post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate Catering's *internal* alerting & activation system
- Activate and man the Catering CSU
- Invoke the Catering CSU ERP
- Arrange GO Aircraft catering - as required
- Provide specialist advice to the Crisis Director & CMC Team
- Provision & delivery of *pre-stocked* emergency supplies e.g. blankets, airline amenity kits (essential toiletries etc.), emergency use clothing (e.g. track suits), emergency use foot-ware, baby items, sanitary items etc. - to appropriate crisis action sites (for situations where catering organisation is located at or near accident location). Also consider possible deployment of same with GO Team (as part of GO Kit) - where so directed
- Provision and delivery of refreshments to relevant crisis action sites e.g. food and beverage (including baby food), eating packs (knife, fork, spoon, wet wipes etc.) (Applies to situations where catering organisation is located at or near accident location)
- Provide adequate food and beverage arrangements for all responding emergency support staff (airline or otherwise) at all relevant locations at / near airline HQ - for as long as the crisis response continues
- Operate from normal work location during crisis *i.e. CMC presence **not** normally required*
- Arrange for psychological, emotional, social and welfare support for In-flight Catering staff and families - where appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis

Note: The above assumes that the airline operates its own in-flight catering facility at / close to airline HQ / airline's major hub airport. Where the in-flight catering function is outsourced, the above should be used as a guide, when negotiating the associated emergency response requirements with the appropriate contractor(s)



Corporate Communications / Public Relations Department / Business Unit

CRISIS COMMUNICATIONS (Internal, External - including Website(s) & Social Media)

The airline's Crisis Communications Team is *not* pedantically a CSU - rather, it might be loosely considered to be one level up (more responsibility & accountability) from an 'average' CSU

The roles and responsibilities of the Crisis Communications Team typically warrant its own, dedicated facility (Crisis Communications Centre) and emergency response plan - (Crisis Communications Plan) - *and is, therefore, not included herein under CSU procedures*. Nonetheless, the *Crisis Communications team is expected to operate in very much the same manner as a CSU*

Whilst it is expected that the Crisis Communications Centre and Team will be allocated its own (separate) Crisis Communications Centre facility i.e. close to but separate from the airline's Crisis Management Centre (CMC) - a senior and experienced '*Crisis Communications Controller*' will always be part of and / or on-call to the CMC at time of crisis, to act as the prime liaison between the two facilities - where so required

Note well that the Crisis Communications Centre and Team is always subordinate to the Crisis Management Centre's 'Crisis Director' in all things - including crisis communications

Note: The Crisis Communication Centre is operated and manned by staff from ABCX Airways Corporate Communications (PR) department

* For more information on the 'Crisis Communications Plan' - see (*separate* document) 'CRPM Part 1 [ERP] / Volume 9' at:

* This (separate) document can be found by following the below link:

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

When the webpage opens, scroll down until you find the title:

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - ERP

Look a little further below that and you will find the document entitled:

CRPM Part 1 (ERP) / Volume 9 - '*Crisis Communications*' (click on latter to open and read)



Emergency Call / Contact / Information Centre - ECC

An ECC typically and primarily takes and provides crisis related information from / to Family, Relatives & Friends (FR) - the latter being associated 'in some way' with victims (both air victims and ground victims as appropriate) of an air accident

ECC operations are often 'contracted out' by airlines to specialist / expert third party (external) suppliers of such services. However, a small number of airlines can and do run ECC operations themselves (but *not* [for the purposes of this guideline / template] ABCX Airways)

A dedicated position is reserved in the airline CMC for an 'emergency call centre' (ECC) liaison person. The prime responsibility here is 24H liaison between the CMC and any external emergency (telephone) call centre acting for / on behalf of the airline during major crisis

As such airline personnel manning the ECC liaison desk in the airline CMC are generally not carrying out crisis duties related to their 'parent' airline department / business unit (from which they will have been 'seconded') - they are not technically part of a CSU. However, they are trained and exercised for the role in a very similar manner to that of CSUs

The CMC ECC liaison desk is manned by (trained & exercised) staff - seconded from *various* airline departments / business units

* Note: For more information on the 'Emergency Call / Contact / Information Centre' - see (*separate* document) 'CRPM Part 1 [ERP] / Volume 4' at:

* This (separate) document can be found by following the below link:

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

When the webpage opens, scroll down until you find the title:

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - ERP

Look a little further below that and you will find the document entitled:

CRPM Part 1 (ERP) / Volume 4 - 'Emergency Call Centre' (click on latter to open and read)

See also 'Commercial Call Centre' entry - page 65

See also 'Reservations CSU' entry - page 95



CSU

AIRCRAFT ENGINEERING at Airline HQ (ENG / MAINTROL)

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate ENG CSU's **E**mergency **R**esponse **P**lan - with assistance provided (if needed & as available) by the airline's 'expert' emergency planning staff. The ENG CSU ERP is to also include (or cross refer to) appropriate procedures for aircraft removal / recovery / salvage
- *Oversee* preparation, documentation and maintenance of '*Station Aircraft Engineer*' - emergency response procedures (for each airport operated to - having a Station Engineer employed / contracted by the airline) *
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Conduct initial and refresher training in / exercising of ENG CSU's emergency response plan (ENG CSU ERP) - and maintain appropriate records
- *Oversee* initial and refresher training in / exercising of - '*Station Aircraft Engineer*' (or equivalent) emergency response procedures - including the maintenance of records
- Provide ongoing ERP general awareness training for non-CSU ENG department colleagues
- Pre-plan to use the ENG CSU ERP - to guide response during actual crisis
- Take appropriate measures designed to ensure that '*Station Aircraft Engineer(s)*' pre-plan to use their own emergency response plan(s) - to guide response during actual crisis *
- Refine / update etc. all emergency response plans post crisis and / or exercises - as a result of 'lessons learned' from real emergencies / exercises etc.

* Suitable, equivalent measures will need to be put in place ('ad hoc' as they might be) at Stations where **no** ABCX Airways (or airline contracted) aircraft engineering support is available. ENG CSU is responsible for ensuring that this problem is adequately addressed and accomplished - where appropriate

Specific (During Crisis)

- Activate Engineering CSU's *internal* alerting & activation system
- Activate and man Engineering CSU
- Invoke the Engineering CSU ERP
- Man the 'Engineering' CSU desk in the CMC and / or other location - as per airline SOP
- Provide specialist ENG advice to Crisis Director & CMC Team



CSU

Aircraft Engineering at Airline HQ - *continued*

- In conjunction with IT CSU - *monitor* the locking out / freezing process of all appropriate engineering (document) *electronic* system records - as associated with the accident flight
- Collect and safeguard (impound) relevant engineering and related *hard copy* documents associated with the accident aircraft (NB: Do not amend after collection)
- Provide (or arrange to provide) an aircraft engineer representative to the geographically local 'Crash Site Team' - if appropriate
- Assist with generation of GO Aircraft as appropriate - in conjunction with Operations Control Centre CSU & Commercial Planning CSU
- Provide specialist, investigation (*air accident*) and general personnel / equipment for deployment with GO Team - as appropriate
- Contribute to the air accident Investigation as directed
- Prepare to oversee removal / recovery of aircraft / wreckage etc. under direction of appropriate authority (*or arrange for this to be done - as appropriate*)
- Arrange for psychological, emotional, social and welfare support to HQ airline engineering staff and families - and Station Aircraft Engineer(s) and families - as appropriate to actual circumstances 'on the day'
- Maintain a comprehensive and written record of events (*crisis log*) throughout crisis

Note: When deploying with GO Team - ensure that the ENG CSU team take with them appropriate photographs of any aircraft engineer(s) believed to have been on board the accident flight



CSU

FACILITIES

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'Facilities' CSU's **E**mergency **R**esponse **P**lan (ERP) - with assistance provided (if required and as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use the 'Facilities' ERP - to guide response during actual crisis
- Conduct initial and refresher CSU training in / exercising of the 'Facilities' ERP - and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU Facilities department colleagues
- Refine CSU's crisis plans post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate Facilities *internal* alerting & activation system
- Activate and man the Facilities CSU
- Invoke the Facilities CSU ERP
- Provide specialist advice to Crisis Director & CMC Team
- Increase (and / or arrange to increase) security at airline's HQ building & similar facilities (e.g. retail shops; airport ticket desks etc.). Do this in conjunction with (General) Security and other appropriate CSUs - plus any third parties involved e.g. Police; private security companies etc.
- Ensure maintenance of uninterrupted power supplies (No Break / Uninterrupted Power Supply [UPS]) to operationally essential crisis response areas
- Ensure that any backup / alternate airline crisis response facilities (e.g. backup CMC) are prepared 'ready for use' - as required
- Provide enhanced catering (if not already assigned to in-flight catering CSU / external supplier / similar) & cleaning services e.g. to Crisis Management Centre & similar crisis action sites in and around airline HQ
- If appropriate, assist in sourcing local extra accommodation near airline HQ / airline's main hub airport for crisis use e.g. accommodation for accident victims and their Family, Relatives & Friends - FR
- Operate from normal work location during crisis *i.e. CMC presence **not** normally required*
- Arrange for psychological, emotional, social and welfare support for Facilities staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

FINANCE

General (Pre-planning)

- Establish own **internal** alerting & activation system
- Prepare, document and maintain appropriate 'Finance' CSU's **Emergency Response Plan** (ERP) - with assistance provided (if required and as available) by the airline's 'expert' emergency planning staff
- Liaise closely with Insurance & Legal CSUs to ensure fully cohesive and co-ordinated emergency response plans are produced by all three CSUs
- Pre-prepare 'ready to use' appropriate budget codes for use during crisis / emergency response ops
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use the 'Finance' ERP - to guide response during actual crisis
- Conduct initial and refresher CSU training in / exercising of - 'Finance' ERP, and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU finance department colleagues
- Refine CSU's crisis plans as a result of 'lessons learned' post crisis / exercise
- Maintain a sufficiently robust 24H cash float facility (GBP, USD, Euro etc.) at airline HQ (see note 3 below)

Note1: General + specific support will be required from Finance CSU - both at airline HQ and in / at countries / areas / stations - in the **pre-planning** of crisis finance requirements, as associated with a major aircraft accident e.g. arrangements for immediate procurement of **large amounts of cash and credit**; pre-planned '**Per Diem**' rates, '**Pocket Money**' type payments, Next of Kin / Closest Relative pay outs (e.g. **Immediate Economic Needs payments**); **Hospital Fee Guarantees** etc.

Note 2: Finance CSU shall issue, manage and maintain a system of '**inactive**' **crisis credit cards** to all GO Team Managers required (suggested credit limit USD \$ 100,000 per card). Appropriate cards activated by Finance CSU for GO Team deployment or similar

Note 3: To be of any meaningful use, it is suggested that the total **cash float** amount retained be at least USD \$75,000 equivalent - in appropriate currencies

Specific (During Crisis)

- Activate Finance CSU's **internal** alerting & activation system
- Activate and man the Finance CSU
- Invoke the Finance CSU ERP
- Man the 'Finance' CSU desk in the CMC and / or other location - as per airline SOP



CSU

Finance - continued

- Provide specialist advice to Crisis Director & CMC team
- If GO Team is to deploy, provide specialist personnel - one of whom should carry a sufficiently large amount of cash (appropriate currencies [e.g. USD, GBP & Euros] equivalent of USD \$ 75,000 *minimum* recommended) - in appropriate denominations
- If GO Team is to deploy, activate crisis credit cards for every GO Team Manager deployed (credit limit USD \$ 100,000 per card recommended)
- Regularly liaise with Insurance & Legal CSUs as required by actual circumstances 'on the day' - but especially regarding 'Immediate Economic Needs' type payments
- General and specific support at both airline HQ and in / at countries, regions and stations, accident site etc. - of the actual finance requirements *on the day*, as associated with a major crisis e.g. procuring large amounts of cash; procuring large amounts of credit; payment of Per Diems, 'Pocket Money' payments, Next of Kin pay outs (e.g. Immediate Economic Needs payments); Hospital Fee Guarantees / Payments etc.
- Raise, maintain and oversee the appropriate crisis budgets required
- Oversee tracking of all crisis expenditure
- Liaise with all concerned (but especially Insurance & Legal CSUs) on the eventual matter of 'compensation' and all other appropriate legal and insurance matters
- Arrange for psychological, emotional, social and welfare support for Finance staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

FLIGHT OPERATIONS

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'Flight Operations' CSU - **E**mergency **R**esponse **P**lan - with assistance provided (if required and as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use the 'Flight Operations' ERP - to guide response during actual crisis
- Conduct initial and refresher training in / exercising of - 'Flight Operations' CSU ERP - and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU flight ops department colleagues
- Refine CSU ERP as a result of 'lessons learned' - post crisis or exercise

Specific (During Crisis)

- Activate Flight Operations *internal* alerting & activation system
- Activate and man the Flight Operations CSU
- Invoke the Flight Operations CSU ERP
- Man the 'Flight Operations' CSU desk in the CMC and / or elsewhere - as per airline SOP
- Provide specialist advice to Crisis Director & CMC Team
- Oversee selection of (suitable) flight deck *operating crew* for GO Aircraft - as required
- If GO Team is to deploy, provide appropriate Flight Operations representation
- Where required / requested / permitted - provide type rated and suitably experienced pilots to join the *airline* accident investigation team
- Monitor the * 'locking out / freezing' of the *electronic* document personnel records, as associated with the accident flight's pilots
- Oversee * collection & safeguarding of 'hard copy' personnel records for accident flight's pilots e.g. hard copy records maintained by HR department; SEP business unit etc.
- Oversee the collection & safeguarding of **all** relevant 'Accident Flight' operational documentation e.g. Operational Flight Plan, ATC Flight Plan, Load Sheet, Met Brief, NOTAMS, Route Brief, Dangerous Goods / NOTOC, Passenger List, Crew List etc.
- Oversee the ** collection & safeguarding of a complete & current set of **all relevant / appropriate** Flight Operations Manuals and associated publications (whether in soft copy and / or hard copy format)

* In conjunction with other CSUs where appropriate e.g. IT and / or HR and / or SEP CSU etc.

** Note - after safeguarding completed - such documents must **not** be amended / revised further



CSU

Flight Operations - continued

- Arrange provision of legal & other specialist support to surviving flight crew, in conjunction with Legal CSU (if so required)
- Monitor HAT Peer Support team - in their task of providing ongoing welfare and similar assistance to surviving flight crew and their families, relatives and friends
- Arrange for other / additional, suitable on-going support to be provided to appropriate flight crew's families (including serious injury / death notifications as required - the latter strictly in accordance with the appropriate and applicable laws / culture / custom / best practice etc.)
- Where appropriate, liaise with appropriate authorities, flight crew families & specialist third party contractors (if any) concerning provision of ante-mortem DNA, Dental, Fingerprint & Medical Records, Death Certificates; Funeral Arrangements; Memorial Service; Memorial Erection etc.
- Provide / oversee *internal* crisis information (internal communications) and support to the flight crew community and their families - as a whole
- Conduct ongoing liaison with the pilots' union(s) - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis

Note: When deploying with GO Team - ensure that the flight operations CSU team take with them appropriate photographs of all flight crew believed to have been on board the accident flight



CSU

Flight **SAFETY** (Safety)

General (Pre-planning)

- Establish own **internal** alerting & activation system
- Prepare, document and maintain appropriate 'Flight Safety' CSU **E**mergency **R**esponse **P**lan (ERP) - with assistance provided (if required and as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use 'Flight Safety' CSU's ERP - to guide response during actual crisis
- Conduct initial and refresher training in / exercising of - 'Flight Safety' CSU's ERP - and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU flight safety department colleagues
- Refine CSU's ERP post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate **internal** alerting & activation system
- Activate and man the Flight Safety CSU
- Invoke the Flight Safety CSU ERP
- Man the 'Flight Safety' CSU desk in the CMC and / or elsewhere - as per airline SOP
- Provide specialist advice to Crisis Director & CMC Team
- Action or oversee preparation and transmission of the required 'Accident Notification Message' to appropriate authorities
- Nominate (in conjunction with Crisis Director) the **airline's** (air accident) 'Investigation Manager' & Support Team (airline participation in associated air accident investigation is assumed here)
- Deploy the **airline** air accident investigation team with (or possibly in advance of) the GO Team to (or as near as possible to) the accident location - as applicable (i.e. where so cleared [invited] by the 'appropriate national authority' responsible for the air accident investigation [State of Occurrence] - and / or as invited by the accredited [air accident investigation] representative of the 'home' country of the aircraft operator which has experienced the accident [State of Operator]. However, the lack of such an invite should **not** prevent such deployment to or as near as possible / permitted, to the accident location)
- Liaise with and support appropriate legal, regulatory and / or investigation authorities
- Represent airline's interests during air accident investigation process
- Arrange for psychological, emotional, social and welfare support for Flight Safety staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



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CSU (Under Development)

Ground Transport Provider

To be issued



CSU

HEALTH and SAFETY (H&S) - and / or equivalent department / business unit

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'H&S' CSU Emergency Response Plan (ERP) - with assistance provided (if required & as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Provide / arrange any **GO Team pre-activation** support required e.g. Special Medicals, Vaccinations, First Aid Training, Blood Borne Pathogen training etc.
- Conduct initial and refresher training in / exercising of - 'H&S' CSU's ERP - and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU H&S department colleagues
- Plan to use the 'H&S' CSU ERP - to guide response during actual crisis
- Refine CSU's ERP post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate *internal* alerting & activation system
- Activate and man the H&S CSU
- Invoke the H&S CSU ERP
- Provide specialist advice to Crisis Director & Team
- Provide appropriate CSU personnel to deploy with GO Team, if appropriate
- Ensure that all those deploying with GO Team are appropriately trained and protected in H&S and related matters e.g. vaccinations current and valid; issue and use of PPE; appropriate training completed & current certificates carried (e.g. Blood Borne Pathogen & First Aid Training)
- Monitor and advise on all appropriate aspects of H&S during GO Team deployment - especially as associated with health matters - together with any hazardous or potentially hazardous activities of the GO Team - at or in the vicinity of the accident site
- Provide appropriate Health & Safety input and guidance to any investigation associated with an accident - if invited so to do by an appropriate authority and / or the airline
- Operate from normal work location during crisis *i.e. CMC presence not normally required*
- Arrange for psychological, emotional, social & welfare support for H&S staff & families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis

Note: Where the airline has its own *medical services department* - it may undertake and / or combine with the duties described above for the Health & Safety CSU - as appropriate



CSU

HUMAN RESOURCES (HR)

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'HR' CSU **E**mergency **R**esponse **P**lan (ERP) - with assistance provided (if required and as available) by airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use 'HR' CSU's ERP - to guide response during actual crisis
- Conduct initial & refresher training in / exercising of 'HR' CSU's ERP. Maintain records
- Provide ongoing ERP general awareness training for non-CSU HR department colleagues
- Refine CSU's ERP post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate *internal* alerting & activation system
- Activate and man the HR CSU
- Initiate the HR CSU ERP
- Man the 'HR' CSU desk in the CMC and / or elsewhere - as per airline SOP
- Provide specialist advice to Crisis Director & CMC Team
- If GO Team deploys - provide specialist HR staff if so directed e.g. Humanitarian Manager
- In conjunction with Cabin Crew, Flight Ops & IT CSUs - monitor locking out / freezing of appropriate *electronic* personnel records held on HR database(s) (i.e. crew & any other staff who were [might have been] travelling on accident flight)
- Collect and safeguard *hard copy* HR personnel records of all staff who were (might have been) travelling on accident flight
- In conjunction with Business / Staff Travel, Airports Department, Ticket Booking (Reservations) CSUs and similar (e.g. check-in [DCS] etc.) - provide CMC with details of all **1) staff passengers (duty or leisure) and 'invited / associated' family, relatives & friends; 2) non-Company passengers travelling on business at Company invitation / cost (e.g. consultants, interviewees etc.; 3) OAL (other airline) passengers etc.** - who might possibly have been travelling on the accident flight
- Provide suitable and on-going support to appropriate (non-crew) staff families (including serious injury / death notifications as required - the latter strictly in accordance with the appropriate and applicable laws / culture / custom / best practice etc.)
- Liaise with appropriate authorities, (non-crew) staff families and contracted third party specialists - concerning provision of DNA, Dental, Fingerprint & Medical Records, Death Certificates; Funeral Arrangements etc.
- Arrange for psychological, emotional, social & welfare support for HR staff / families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis

Note: When deploying with GO Team - ensure that the HR CSU team take with them appropriate photographs of all staff (other than crew and positioning engineers) believed to have been on board the accident flight



Humanitarian Assistance Team - HAT

A dedicated position is reserved in the airline CMC for an airline 'humanitarian assistance team' (HAT) 'supervisory / liaison / support' person. This person will be a senior and experienced (trained & exercised) HAT Manager / Team Leader or similar

The prime responsibility here is liaison between the CMC and any deployed HAT(s) acting for / on behalf of the airline during major crisis - including any HAT supplied by an outsourced third party

A deployed HAT typically provides (in the context of an air accident) humanitarian, welfare and several other forms of direct or indirect support to:

- Air accident victims - including any ground victims
- Family, relatives and friends associated with victims (air or ground) of an air accident
- Other personnel responding to the crisis - including other HAT members, external party personnel & similar

A major HAT responsibility is the provision of 'psychological first aid' to anyone who needs it

The HAT operation can be run by the airline itself - normally using trained and exercised volunteers from all parts of the airline to make up the team. HATs can range from less than fifty up to several thousand persons

Where so required, HAT provision can also be 'contracted out / outsourced' to specialist third party suppliers of such services. In such circumstances it is not unusual for the airline to additionally retain its own (typically 'small') volunteer HAT - which will typically work together with the outsourced team, as required by actual circumstances 'on the day'

As airline personnel manning the HAT desk in the airline CMC are not generally carrying out crisis duties related to the parent airline HQ department / business unit from which they have been seconded - they are not technically a CSU. However, they are trained and exercised for the role in a similar manner to that appropriate for CSUs

The CMC HAT desk is typically manned by appropriately trained & exercised staff - seconded from *various* airline departments / business units

* Note: For more information on the 'Humanitarian Assistance Team' - see (*separate* document) - 'CRPM Part 1 [ERP] / Volume 3' found at:

* This (separate) document can be found by following the below link:

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

When the webpage opens, scroll down until you find the title:

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - ERP

Look a little further below that and you will find the document entitled:

CRPM Part 1 (ERP) / Volume 3 - 'Humanitarian Assistance Team' (click on latter to open and read)



CSU

INSURANCE

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document & maintain appropriate 'Insurance' CSU's **E**mergency **R**esponse **P**lan (ERP) - with assistance from (if required & as available) airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use 'Insurance' CSU's ERP - to guide response during actual crisis
- Conduct initial and refresher training in / exercising of 'Insurance' CSU's ERP - and maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU insurance department colleagues
- Refine CSU's ERP as a result of 'lessons learned' post crisis / exercise

Notes:

1. Ensure that all 'crisis type' risks are *pre*-insured insofar as possible or as is desired / is in accordance with airline's current 'risk appetite' strategy e.g. typically including (list is *not* exhaustive):
 - ✓ Legal conditions and similar (contracts / agreements) and payment for *actual* crisis response services expected to be performed by contracted third party suppliers of same
 - ✓ Payment for emergency travel (world-wide basis), full board accommodation, miscellaneous pay-outs etc. - for FR of accident victims (and for the accident victims themselves)
 - ✓ Funding and expenses associated with the deployment of Company GO Team and / or HAT
 - ✓ Insuring for loss of revenue due to the crisis etc.

Note - the above costs might feasibly range from tens to hundreds of millions of dollars, or even more

2. Jointly pre-plan for major crisis with other appropriate CSUs - particularly Finance & Legal
3. Jointly pre-plan for major crisis with Insurers & their Legal Representatives, Brokers, Loss Adjustors etc. - as required

Specific (During Crisis)

- Activate *internal* alerting & activation system
- Activate and man the Insurance CSU
- Invoke the Insurance CSU ERP
- Man the 'Insurance' CSU desk in the CMC and / or elsewhere - as per airline SOP
- Provide specialist advice to Crisis Director & CMC Team
- If GO Team is to deploy - provide appropriate Insurance CSU rep(s)



CSU

Insurance - continued

- **Oversee** collection & safeguarding of **all** appropriate / relevant * documentation concerning the crisis - particularly note that such documentation will be required by Insurers and their representatives, the eventual legal process etc.

* A comprehensive list of all such documentation and similar - should be included in the Insurance CSU ERP. Insurance CSU shall liaise with other CSUs e.g. Cabin Crew, Engineering, Flight Operations, HR, Legal etc. as to the process for compiling such a list, together with the procedures for the actual collection and secure storage of the required documentation - as associated with an appropriate crisis

For more information on the above follow the below link:

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

When you get there, scroll down the list of documents available until you find the one entitled:

'Information Article - Documents, Records etc. - required for collection & safeguarding post major air accident'

- Conduct initial insurance survey of accident site ASAP - in conjunction with other associated parties [including external parties], as appropriate
- Co-ordinate with loss adjusters plus engineering, flight operations and flight safety department CSU's - on action plan for recovery and / or salvage and / or storage and / or safety and security - of aircraft and other related equipment and company property
- Negotiate with loss adjusters in consultation with Engineering CSU on course of action for repairs of aircraft - in the event of a partial loss
- Negotiate salvage retention / disposal with loss adjusters
- Negotiate and initiate recovery of Hull Loss claim from all participating insurers etc.
- Liaise closely & regularly with Finance & Legal CSUs on all appropriate matters of common interest e.g. Immediate Economic Needs payments; longer term compensation matters etc.
- Handle and negotiate settlements re passengers (victims [including 'ground' victims – if any]): baggage, cargo, mail; third party liability claims etc. - in joint consultation with brokers, insurers and their representatives and with Finance and Legal CSUs
- Handle and negotiate settlement of employee related insurance claims with insurers, unions etc.
- Handle any other insurance related issues
- Liaise with all concerned (but especially Insurance & Legal CSUs) on the eventual matter of longer term 'compensation'
- Arrange for psychological, emotional, social and welfare support for Insurance department staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

ICT

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'IT' CSU's **E**mergency **R**esponse **P**lan (ERP) - with assistance provided (if required & as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Conduct initial & refresher training in / exercising of 'IT' CSU's ERP. Maintain appropriate records
- Provide ongoing ERP general awareness training for non-CSU IT department colleagues
- Plan to use 'IT' CSU's ERP to guide response during actual crisis
- Refine CSU ERP post crisis and / or exercises - as a result of 'lessons learned'

Notes:

1. Routine and recurrent (pre-crisis) maintenance and support is required for all 'critical rated' crisis response related *IT & Telecommunications hardware* e.g. in Crisis Management Centre; in Crisis Communications Centre; in Operations Control Centre etc.
2. Routine and recurrent (pre-crisis) maintenance and support is required for all 'critical rated' crisis response related *IT & Telecommunications applications / systems / programmes / software* etc.
3. Arrange matters such that 'Normal' ABCX Airways ICT security, capacity & similar restrictions etc. shall **not** apply (i.e. are removed permanently) to / for all types of ICT (hardware and / or software) used exclusively in e.g. in the Crisis Management Centre; Crisis Communications Centre; Operations Control Centre & similar (crisis related) critical areas. Additionally, all such centres shall have made available to them an *independent, ultra-high speed internet connection* (i.e. independent of the normal / primary airline system(s) used for internet access)
4. Where the ABCX Airways 'telephone exchange' system is co-located within the airline HQ location or similar (typically digital systems) - independent (i.e. independent of the HQ system and also to be *analogue* based) telephone connections & associated handsets shall be provided to Crisis Management Centre; Crisis Communications Centre; Operations Control Centre & similar (crisis related) critical areas
5. All 'crisis critical' rated facilities requiring electrical power at airline HQ / similar - shall be protected by a *suitable* 'no-break' (Uninterrupted Power Supply [UPS]) electrical generating system

Specific (During Crisis)

- Activate own *internal* alerting & activation system
- Activate and man the IT CSU
- Invoke the IT CSU ERP



ICT - continued

- *Maintain a 5 minutes **mobile** availability for face to face ICT support , advice & troubleshooting to CMC and similar airline HQ 'crisis critical' locations (on a 24H basis throughout crisis)*
- Provision of specialist IT personnel / equipment to deploy with GO Team
- In conjunction with station(s) of last departure of accident flight, Airports Department HQ CSU, Commercial CSU and the appropriate Reservations (CRS) / Check-in (DCS) system (& similar organisations) - assist with *oversight* of the '*locking out / freezing / spiking*' of the relevant reservations (Computer Reservations System [CRS / GDS]) and check-in system records (Departure Control System [DCS]) - as associated with the accident flight
- In conjunction with Cabin Crew, Engineering, Flight Operations and HR CSUs, *oversee the locking out / freezing* of the relevant *personnel and document* electronic system records, as associated with the accident flight
- In conjunction with Tour Operator Crisis Centre - *oversee the locking out / freezing* of the relevant *customer holiday package booking records* - as associated with the accident flight (Note - this sub-paragraph for tour operator [holiday package] type charter airlines only)
- Activate and / or support the airline's internet & intranet '*Dark Sites*' where applicable - in conjunction with the Crisis Communications Centre, Commercial CSU (especially the ecommerce element) etc. This includes provision for providing extra server(s) capacity and / or load shedding - in order to prevent saturation / overload (server 'meltdown') of the main company website(s)

Note - the above should not be implied as permitting IT CSU to make actual entries on Dark Sites - other than required for maintenance/ troubleshooting / rectification **only**

- Support the airline's social media communications system (TWITTER, FACEBOOK etc.) where applicable - in conjunction with the Crisis Communications Centre, Commercial CSU etc.
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

LEGAL

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document & maintain appropriate 'Legal' CSU's **E**mergency **R**esponse **P**lan (ERP) - with assistance provided (if required & as available) by airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use 'Legal' CSU's ERP - to guide response during actual crisis
- Conduct initial/refresher training in/exercising of 'Legal' CSU's ERP. Maintain records of this
- Provide ongoing ERP general awareness training for non-CSU legal department colleagues
- Refine CSU's ERP post crisis and / or exercises - as a result of 'lessons learned'

Note: Co-ordinating crisis response pre-planning with Finance & Insurance CSUs is vital

Specific (During Crisis)

- Activate own *internal* alerting & activation system
- Activate and man the Legal CSU
- Invoke the Legal CSU ERP
- Man the 'Legal' CSU desk in the CMC and / or other location - as per airline SOP
- Provide specialist advice to Crisis Director & CMC Team
- Advise accident details to the legal owner(s) of aircraft involved - as applicable
- If GO Team deploys - provide appropriate Legal CSU representation
- Actively seek, identify & mitigate all & any potential / actual (crisis related) legal liabilities insofar as possible - on an on-going basis
- Review, advise on and '*legally clear*' all external press releases / statements - together with internal crisis communications to employees, their families and any other stakeholders
- Take appropriate action (concerning the crisis) deemed to make the airline 'compliant etc.' in relevant areas of aviation related law / regulation / best practice etc. - as appropriate (e.g. USA's & European Union's 'Family Assistance' type legislation - amongst others)
- Arrange local (i.e. on-site) legal representation for surviving crew who had operated the accident flight (especially pilots) - if circumstances so require
- Alert / arrange for appropriate legal representation to be provided at or near to accident site (if appropriate to actual circumstances 'on the day') - + any other locations worldwide, as required
- Liaise with legal representatives of other 'relevant' parties involved e.g. lawyers; insurers; accident victims and their families; other airlines involved; regulatory authorities etc.
- Continually liaise with Finance & Legal CSUs, as required by circumstances 'on the day' - but especially regarding 'Immediate Economic Needs' type payments
- Liaise with all concerned (but especially Insurance & Legal CSUs) on the eventual (longer term) matter of 'compensation' and similar
- Arrange for psychological, emotional, social & welfare support for Legal staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

LOYALTY SCHEME / FREQUENT FLYER PROGRAMME

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain your CSU **E**mergency **R**esponse **P**lan (ERP) - with assistance provided (if required and as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) your CSU's crisis contacts directory (also pass all updates to CPM)
- Plan to use your CSU ERP - to guide response during actual crisis
- Conduct initial and refresher training in / exercising of your CSU ERP. Maintain records of this
- Provide ongoing ERP general awareness training for non-CSU department colleagues
- Refine CSU ERP post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate own *internal* alerting & activation system
- Activate and man the CSU
- Invoke the CSU's ERP
- Provide specialist advice to Crisis Director & CMC Team
- Provide staff to deploy with the GO Team - if so required
- Provide CMC with appropriate details (records / information) of 'frequent flyers' identified as having travelled on the accident aircraft
- Safeguard the details (records) of 'frequent flyers' travelling on the accident aircraft
- Provide due care and service to frequent flyer victims of an aircraft accident, together with their Family, Relatives & Friends - FR (in conjunction & liaison with other 'carers' involved - e.g. the airline's HAT). **NB: Ensure that any such care, service and communication are first co-ordinated with the airline's Crisis Management Centre & Crisis Communications Centre**
- Operate from normal work location during crisis *i.e. CMC presence **not** normally required*
- Arrange for psychological, emotional, social and welfare support for own CSU's staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

Airline HQ - **Operations Control Centre** (OCC) / **OPERATIONS DUTY MANAGER + TEAM** (ODM)

General (Pre-planning)

- Establish own **internal** alerting & activation system (e.g. for manpower augmentation in OCC)
- Prepare, document and maintain appropriate 'OCC' CSU's **E**mergency **R**esponse **P**lan (ERP) - with assistance provided (if required & as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Conduct initial and refresher training in / exercising of 'OCC CSU' ERP. Maintain records of this
- Provide ongoing ERP general awareness training for non-CSU OCC department colleagues
- Plan to use the 'OCC' CSU ERP - to guide response during actual crisis
- Refine CSU's ERP post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate / invoke the OCC CSU's ERP
- Remain in the OCC (OCC Rep attendance at CMC is generally not required (nor preferred) for aircraft accident type crisis)
- Classify accident by airline colour code alert state (or similar system) e.g. RED Alert
- Ensure that appropriate emergency services are aware of the crisis
- Activate the airline's Alerting & Activation system
- Activate OCC's own **internal** alerting & activation system
- **Ensure that appropriate emergency services and 'state authorities' have been provided** (without delay) **with any dangerous goods information - as related to the accident aircraft / flight**
- Take all & any actions available to obtain the initial accident flight's passenger & crew lists ASAP
- **Ensure that appropriate emergency services have been provided** (without delay) **with the number of persons on board the accident aircraft. Continually update and further communicate this figure where so appropriate**
- Transfer all 'normal operations' OCC responsibilities to a suitable, alternate OCC person
- Arrange for OCC augmented manning - if required
- Manage all aspects of the crisis until relieved of this task by CMC (as per OCC CSU RED Alert - Aircraft Accident checklist)
- Commence OCC crisis log of events (written or voice recorded e.g. by dictaphone / similar for latter)
- Co-ordinate / oversee (delegate insofar as practicable [e.g. to other OCC staff; other CSUs such as 'commercial' {airline planning}, aircraft engineering etc.] - and as appropriate) **all aspects of providing a suitable aircraft and operating crew** for the GO Team



CSU - OCC / continued

- Co-ordinate (delegate if appropriate) **all other aspects of despatching the GO Team itself** (as appropriate) e.g. selection of destination airport (airport nearest) & staging airports (as required); flight planning and performance; crewing; over-flight clearances and landing permissions / slots; catering; aircraft configuration; GO Kit loading - *in conjunction with Cargo CSU*; selection / booking of handling agent(s) - *in conjunction with Airport (Ground) Services CSU*, Customs, Immigration & Health clearances etc.

Note - Airports (Ground) Services CSU at airline HQ shall be responsible for arranging / overseeing GO Team's *entire check-in and boarding process* at departure airport(s)

- Activate appropriate third parties contracted to supply crisis response services to the airline e.g. Emergency Call Centre; Humanitarian (Family) Assistance; Disaster Victim Identification + recovery of personal effects; Crisis Communications support etc.
- Obtain update of emergency situation from whatever information sources are available - and continue to update the situation *at least* every 30 minutes (Consider maintaining an "open line(s)" to main emergency related location(s), if communications are 'difficult')
- Notify the appropriate air accident investigation authority / authorities of accident details (suggest delegation of this task to other OCC staff as this might take some time)
- Personally advise (by telephone) accident details to all relevant accident flight's **Up Line** (*Departure*) and **Down Line** (*Destination*) Stations plus any other airline Stations *associated* with the accident flight in some valid way (e.g. "Station Nearest") - and direct them to activate relevant parts of their own station / equivalent emergency response plans, as appropriate
- Personally advise (by telephone) accident details to airline's most senior manager and (separately) to the 'on-call' ABCX Airways Crisis Director
- Provide regular briefings to your OCC team on progress of crisis response effort
- Notify accident details to relevant mutual emergency support, code share, alliance or similar airlines / partners (e.g. other forms of lease / charter), if appropriate
- Send out an 'all staff' message airline (world-wide) - advising implementation of the 'Phone Home' scheme. Also ensure that your own (OCC) staff implement same
- Send SMS message to all Captains' mobile phones, with *brief* accident details. Direct them to instruct their crews to *"phone home"* immediately - as appropriate
- Send ACARS / similar message(s) to all aircraft 'off-blocks or in the air' - advising Captains of brief accident circumstances - and asking them to brief their crews at an appropriate time after the flight has landed

Note: This will be particularly important where 'live or near live news' and / or 'internet / telephone' access is available to passengers travelling on the appropriate ABCX Airways aircraft



CSU - OCC / continued

- **Oversee** (delegate as required) *initial collection and safeguarding of all relevant accident flight related documentation* available e.g. passenger manifest; crew list; ticket flight coupons & / or boarding card stubs of checked-in passengers / E ticket records; load sheet with 'last minute changes; cargo manifest; dangerous goods documentation; Operational Flight Plan; Met Brief; NOTAM brief; ATC flight plan etc.

Note: Many of the above documents will be needed initially by various Departments responding to the emergency. When finished with, ODM is to arrange for original documents / copies to be forwarded ASAP to CMC

- When CMC advises that they are ready to assume Command & Control of the emergency - prepare and deliver the associated hand-over brief and then resume normal operations control duties

Note: OCC CSU shall continue with any crisis response duties for which it might remain responsible after the handover e.g. continuing GO Flight preparation, despatch, flight watch etc. It is also responsible for participating in any on-going *disruption response operations* caused by the accident

- Arrange for psychological, emotional, social and welfare support for OCC staff and families - as appropriate



CSU

PROCUREMENT & LOGISTICS (P&L)

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate 'P&L' CSU **E**mergency **R**esponse **P**lan (ERP) - with assistance provided (if required & as available) by the airline's 'expert' emergency planning staff
- In conjunction with other, appropriate CSUs (e.g. Airports; Airport [Ground] Operations; Finance etc.) and with advice from the airline's 'expert' emergency planning staff - ensure that the '**emergency response assistance**' provisions of IATA Standard Ground Handling Agreements (SGHA) are engaged and used to full effect for the benefit of the airline (such provisions only available in 2008 / 2013 & 2018 SGHA versions)
- As per bullet point immediately above - ensure that similar agreements with other external parties (*where crisis response provisions are available*) are negotiated to best airline advantage
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere
- Plan to use the 'P&L' CSU ERP - to guide response during actual crisis response operations
- Conduct initial & refresher training in / exercising of 'P&L' CSU ERP - and maintain records
- Provide ongoing ERP general awareness training for non-CSU P&L department colleagues
- Refine CSU's ERP post crisis and /or exercises - as a result of 'lessons learned'

Note 1: Pre-plan and action **all anticipated** crisis related *procurement* requirements

Specific (During Crisis)

- Activate own *internal* alerting & activation system
- Activate and man the P&L CSU
- Invoke the P&L CSU ERP
- Operate from normal work location during crisis *i.e. CMC presence not normally required*
- Provide specialist advice to Crisis Director & CMC Team
- If GO Team activates - provide appropriate P&L representation to deploy
- Initiate procurement / distribution ops depending on actual circumstances 'on the day' e.g. (list is representative only and far from being exhaustive)
 - ✚ Accommodation (living & office) + Facilities (including utilities) + ICT + Sustenance etc.
 - ✚ Transportation as required (from all types of ground vehicles to helicopters etc.)
 - ✚ Personal protective equipment (especially for GO Team)
 - ✚ Medical supplies (especially for GO Team)
 - ✚ All types of support clothing, toiletries, sleeping equipment etc. - as required by accident victims - and possibly by their Family, Relatives & Friends (FR) etc.

Plan to provide the above wherever the accident site is located (within reason & depending on actual circumstances associated with the accident)

- Arrange for psychological, emotional, social and welfare support for P&L staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



Quasi - CSU

QUALITY

A very small number of airline HQ departments / business units are **not** required to form a CSU in the sense described / defined in this document e.g. an airline's *Quality Department* typically has no 'quality' related functional role to play during **actual** catastrophic aircraft accident response operations

Note however, that Quality Department staff can (and should) still undertake non-CSU '**generic**' crisis response roles such as '*CMC - Crisis Controller*' and '*CMC - Log Manager*' etc.

General (Pre-planning)

- Establish own **internal** alerting & activation system
- Prepare, document and maintain appropriate 'Quality Dept' **Emergency Response Plan** (ERP) - with assistance provided (if required & as available) by the airline's 'expert' emergency planning staff
- Maintain (regularly update) your crisis contacts directory (also pass on all updates to CPM)
- *If pre-assigned to a crisis position / role within the Crisis Management Centre*, regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CMC position
- Plan to use the 'Quality' CSU ERP - to guide response during actual crisis response operations
- Conduct initial & refresher training in / exercising of 'Quality' ERP. Maintain appropriate records
- Refine 'Quality's' ERP post crisis and /or exercises - as a result of 'lessons learned'

Specific (During Crisis)

Quality department / business unit shall undertake specific crisis response duties as indicated in the first paragraph above. The list of duties is not exhaustive and the airline's CPM will work with Quality dept. in order to come up with a finalised and agreed list. Whatever these duties might be - they will almost certainly already be outlined in **other** appropriate 'volumes' of CRPM Part 1. For example:

- CMC **Crisis Controller** - terms of reference and checklists will be found in **separate** document - CRPM Part 1 / Volume 2 (Command & Control)
- CMC **Log Manager** - terms of reference and checklists will be found in **separate** document - CRPM Part 1 / Volume 2 (Command & Control)
- CMC **Emergency Call Centre (ECC) Liaison** - terms of reference and checklists will be found in **separate** document - CRPM Part 1 / Volume 4 (ECC Operations)
- CMC GO Team Support - terms of reference and checklists will be found in **separate** document - CRPM Part 1 / Volume 5 (GO Team Operations)
- and so on



CSU

RESERVATIONS (Customer Contact Centre etc)

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document and maintain appropriate Reservations CSU **E**mergency **R**esponse **P**lan (ERP) - with assistance (if required & as available) provided by airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Plan to use the Reservations CSU ERP - to guide response during actual crisis
- Conduct initial and refresher training in / exercising of the CSU's ERP. Maintain records
- Provide ongoing ERP general awareness training for non-CSU reservations department staff
- Refine Reservations CSU's ERP post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate own *internal* alerting & activation system
- Activate and man the Reservations CSU
- Initiate the Reservations CSU ERP
- Where possible, lock-out (inhibit / freeze / spike / deny access) all relevant accident flight passenger details in any Computer Reservations Systems (CRS / GDS) to which general access is possible. Where such systems are hosted by another organisation - ensure that such organisations are instructed to lock-out / inhibit the appropriate information , and not to release the lock-out unless specifically authorised by CMC at airline HQ
- Activate the system (as available) whereby *inbound* telephone calls to the Reservations Centre are intercepted by a suitable, automated 'message system' - which is capable of redirecting 'crisis related' callers to a more appropriate destination call centre e.g. the airline's own (or contracted) 'emergency call / contact / information centre'
- Provide CMC with all and any relevant information held in the appropriate Reservations electronic systems databases relating to accident victims e.g. PNRs / PNLs / Locator Records etc. - together with 'Addition & Deletion Lists (ADLs) + APP / API / APIS related info etc.'
- Liaise with 'ticket booking companies' and similar (e.g. travel agents) to obtain any further and relevant information held in / on their own appropriate electronic and paper system records - as relating to accident victims. Pass on all such information to CMC
- Assist CMC in 'translating' information from PNR text format etc. - so that same might be viewed in a plain language format
- Operate from normal work location during crisis *i.e. CMC presence not normally required*
- Maintain a comprehensive and written record of events (crisis log) throughout crisis

See also 'Commercial Call Centre' entry - page 65

See also 'Emergency Call Centre entry - page 71



CSU

(Aviation) **SECURITY** (AVSEC)

General (Pre-planning)

- Establish own **internal** alerting & activation system
- Prepare, document and maintain appropriate 'Aviation Security' CSU's **Emergency Response Plan (ERP)** - with assistance provided by the airline's 'expert' emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with your assigned CSU position in CMC and / or elsewhere
- Plan to use the 'Aviation Security' CSU ERP - to guide response during actual crisis
- Conduct initial and refresher training in / exercising of the CSU's ERP. Maintain records
- Provide ongoing ERP general awareness training for non-CSU AVSEC department colleagues
- Refine CSU's ERP post crisis and / or exercises - from 'lessons learned'

Specific (During Crisis)

- Activate own **internal** alerting & activation system
- Activate and man the Aviation Security CSU
- Invoke the Aviation Security CSU ERP
- Man the 'Aviation Security' CSU desk in the CMC and / or elsewhere - as per SOP
- Provide specialist advice to Crisis Director & CMC Team
- If GO Team activates, provide Aviation Security personnel / equipment to deploy. Also provide advice to CMC regarding the provision of general and specific security for surviving crew from the accident flight, for the GO Team, for the GO Aircraft & Crew, for the GO Kit etc. - as required by actual circumstances 'on the day'
- In conjunction with Airports HQ CSU + Reservations CSU etc. - obtain all and any (available) relevant APP / API / APIS (security related) information on accident victims - and pass on to CMC
- Arrange for company and / or third party security at all ABCX Airways and other relevant crisis response locations, including Stations and Accident Site (with appropriate permission for latter), as appropriate to actual circumstances 'on the day'. The above includes:
 - ✚ Ultimate airline responsibility for the security of the accident aircraft - where possible and practicable
 - ✚ Airline responsibility for the security of all company staff involved, accident victims, family, relatives & friends of accident victims etc.
 - ✚ (In conjunction with Facilities & **General** Security CSUs as appropriate) - airline responsibility for the security of all company facilities, accommodations, buildings, offices, retail etc. - as might be adversely affected as a result of the crisis etc.
- Liaise with appropriate Police and / or 'official' aviation security services
- Liaise with relevant external / 3rd party procured aviation security services
- Arrange for psychological, emotional, social and welfare support for Aviation Security staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



CSU

(General) **SECURITY**

General (Pre-planning)

- Be rapidly & reliably able to take & react to a crisis notification on a 24H basis (24H airline ops assumed here)
- Establish CSU's own **internal** (emergency / crisis) alerting & activation system
- Prepare, document and maintain Security CSU's plan (catastrophic aircraft accident) - with assistance (where required / as available) from the airline's expert emergency planning staff
- Maintain (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- As related to this plan - conduct appropriate & sufficient liaison, pre-planning, documentation, training and exercising with e.g. xxxxxxx Airport Police, Airport Security etc.
- Conduct initial and refresher training in / exercising of the CSU's ERP. Maintain records
- Provide ongoing ERP general awareness training for non-CSU security department colleagues
- Identify & apply 'lessons learned' post exercises and post actual crisis

Specific (During Crisis)

- Activate CSU's own **internal** alerting & activation plan
- Activate the Security CSU plan (catastrophic aircraft accident)
- Commence & maintain written Security CSU specific crisis log
- Secure and physically control personnel entry / exit to designated premises / facilities
- Secure and physically control vehicle entry / exit / parking at and in the vicinity of designated premises / facilities (in conjunction with xxxxxxx Airport Police & Airport Security)
- Maintain a 24H 'quick reaction' & reinforcement capability
- (In conjunction with Facilities & **Aviation** Security CSUs as appropriate) - ensure security of all company facilities, accommodations, buildings, offices, retail etc. - as might be adversely affected as a result of the crisis
- Provide / arrange adequate landside security to any ABCX Airways GO Team checking-in for a departure by air, from xxxxxxx Airport (in conjunction with xxxxxxx Airport Police & Airport Security)



CSU

TOUR OPERATOR (typically applies to 'tour operator / package' type aircraft operations only)

General (Pre-planning)

- Establish own *internal* alerting & activation system
- Prepare, document & maintain appropriate 'HQ Tour Operator' CSU's **E**mergency **R**esponse **P**lan (ERP) - with assistance (if required & as available) provided by airline's emergency planning staff
- *Oversee* preparation, documentation and maintenance of "Overseas Tour Operator Representatives" - crisis procedures (for each airport and / or resort operated to)
- Maintain (regularly update) the Tour Operator's crisis contacts directory (+ pass updates to CPM)
- Regularly check all associated hardware & software equipment and systems; documentation etc. - associated with the assigned CSU position in CMC and / or elsewhere - as per SOP
- Plan to use the 'HQ Tour Operator' CSU ERP - to guide response during actual crisis
- Ensure that 'Overseas Tour Operator Reps' prepare and plan to use their own (local) ERPs - in guiding the local response during actual crisis
- Conduct initial/refresher training in/exercising of 'HQ Tour Operator' CSU ERP. Maintain records
- Oversee initial/refresher training in/exercising of "Overseas Tour Op Reps' ERP. Maintain records
- Provide ongoing ERP general awareness training for non-CSU tour op department colleagues
- Refine Tour Operator and "Overseas Tour Operator Representatives" ERP / crisis procedures post crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate *internal* alerting & activation system
- Activate and man the Tour Operator CSU
- Invoke the Tour Operator CSU ERP
- Man the 'Tour Operator' CSU liaison desk in the CMC and / or at other location - as required
- Provide specialist advice to Crisis Director and CMC Team
- Provide relevant data (names & contact information) to CMC - obtained from *own* (tour operator related) holiday bookings / air fare only bookings / similar records (e.g. travel agent records)
- Provide relevant data (names & contact information) to CMC - obtained from *other* tour operators / charterers etc. - who had placed their customers on the ABCX Airways accident flight
- Provide (or oversee) on-site (local) humanitarian / welfare support provided by *local* tour operator resort reps (in conjunction with local airport staff and, eventually, the airline HAT [when / if it arrives on-site] - as appropriate) to accident victims and their associated FR
- Provide (or oversee) on-site resort ground transport provision in conjunction with local resort / airport staff
- Provide (or oversee) on-site hotel / accommodation provision in conjunction with local airport / resort staff
- Review promotions / advertising etc. in conjunctions with Tour Operator Sales (Marketing) and all Corporate Communications Departments involved
- Arrange for psychological, emotional, social and welfare support for 'affected' Tour Operator staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis



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Instruction 11 / Production of **Appendix B**

Training of Department / Business Unit Staff having no ERP / CSU Roles & Responsibilities

Add an 'Appendix B' to your own CSU plan i.e. 'copy & paste' what is shown on the next page - then adapt it to suit your own department / business unit's specific requirements

Reminder - you should now use your own common sense, logic, skill, experience; consultation with appropriate colleagues and external 'experts'; direction from 'above' etc. - to adapt this Instruction 11 to your own CSU's specific purposes and circumstances



ERP General Awareness Training for ABCX Airways Staff having NO ERP related Roles, Responsibilities and Accountabilities

CSU Reps and Deputy Reps are responsible to their department / business unit head for providing / delivering initial and recurrent training to their department / business unit colleagues - the latter **not** being part of the CSU and thus **not** otherwise directly involved in emergency / crisis planning and response operations related to that department / business unit

Such training shall be at 'general awareness' level **only** and shall include an outline of the ABCX Airways overarching ERP in general + that particular department / business unit's CSU ERP in particular (the latter, of course, being a component part of the former)

A vital component of the training must provide trainees with the knowledge of how to quickly raise the alarm (where appropriate) after becoming aware of an emergency / crisis

Four other important training elements which must be included are:

- Use of the 'phone home scheme'and
- Guidance on what can / cannot be said to the Media, other external parties etc.and
- What is expected of them (trainees) whilst their colleagues are responding to the crisis i.e. maintain normal operations **AND** also deal with any associated disruptionand
- The importance of what they do i.e. how they contribute to the overall ERP by enabling their CSU colleagues to do what is necessary

For guidance, initial training should be capable of being delivered in no more than 60 to 90 minutes - with 30 to 45 minutes sufficing for recurrent training

It would be useful to provide a short leaflet to trainees (no more than 4 pages maximum) to back up the verbal training. This may be in hard and / or soft copy formats (provided that the latter is easily accessible by all who need to use it). Where appropriate resources are available, airline intranet (or similar) on-line learning is ideal