



Guideline / Template

ABC AIRWAYS - Crisis Response Planning Manual - Part 1 / Volume 4

Airline Emergency Call Centre Operations - (ECC)



Relevance

Airlines require use of an ECC to better manage the humanitarian aspects of major crises (e.g. a catastrophic [mass fatality] aircraft accident / aviation disaster - and its aftermath)

The primary role of such ECC is the exchange of essential information with family, relatives & friends of accident victims. An airline can choose to operate its own ECC and / or to contract-in such service from one of just the few practising third party (external / commercial) suppliers in the world

Any airline not adequately planning for ECC operations at time of major crisis - does so at **significant, potential risk** to its reputation, brand & image - and thus possibly its existence also!

Note - This series of guideline / template documents provides a strong and well researched 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 'building' the plan and everything else which follows on, particularly resourcing, training and exercising of same

Users of the guideline / templates have the complete flexibility of using as much or little of the provided information - as desired. A further, significant advantage is 'standardisation' - thus minimising the current, potential difficulties of 'having as many different emergency response plans as there are aircraft operators and airports' - which e.g. can make mutual emergency support operations between airlines (and airlines & airports) more problematic than they otherwise ought to be in the 21st century





Preamble - it is suggested that the below notes are studied 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 4) dealing specifically with the subject of airline 'Emergency Call Centre (ECC) Operations' - as related to a catastrophic aircraft accident type scenario

Note 2 - For reader information, there are two types of document in the CRPM series - you are reading one right now i.e. a 'guideline / template'. The other type is simply known as a 'guideline'

A *guideline* provides fairly comprehensive information & guidance on its specific subject area - but is generally not a true template for actual production of an emergency response plan (but can nonetheless be 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 CRPM 'guideline' and 'guideline / template' series

It is anticipated that larger / more complex aircraft operators will 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 'context' throughout this document - and has been broadly based on a medium to large sized *United Kingdom* registered, headquartered & main based operator

This airline can be assumed to be an international (long, medium and short-haul) carrier (including USA destinations). It can also be assumed to be well managed, resourced and supported from an emergency response planning context (manpower, budget, facilities, top management approval & support etc.)

Whatever applies to ABCX Airways in this document may be regarded as also being typically applicable, to a greater or lesser degree, to other (medium to large sized) *scheduled passenger* airlines worldwide (and most other 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 same**, when producing their own emergency plans - as based on any CRPM series guideline or guideline / template document

This document may also be adapted for use by other aircraft operators (e.g. cargo / executive / VVIP / rotary etc.). Again, appropriate differences must obviously 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 possibly European Union countries, then some provisions documented herein may still be applicable / advisable e.g. those relating to EU and individual EU state (country) **humanitarian assistance legislation**

Note 4

This guideline / template assumes that ABCX Airways is unable (for whatever reason) to provide an ECC facility from its own resources and has, therefore, engaged **commercial**, third party (specialist) service provider * 'WYZ Emergency Services' - to deliver what is required (In reality, this is a very common practice amongst airlines)

* Whilst this is a fictitious organisation, it is reasonably representative of all such (real) service providers

In reality, there are less than about 5 to 7 such third party providers in the world e.g. AVIEM; Blake Emergency Services; British Airways (EPIC); Kenyon International Emergency Services; FEI Behavioural Health and Emirates (airline). Note that only two of these are airlines!

If your airline uses such a commercial provider (probably from one of those listed above), you **MUST** account for that **specific** service provider's 'ECC system' by adapting this generic guideline / template (the document you are now reading) accordingly

If your airline uses a third party emergency call centre provider operated by (and as part of) any alliance; code-share; charter; lease partner (agreement) etc. - you **MUST** account for such 'ECC system' by adapting this generic guideline / template accordingly

If your airline uses a third party emergency call centre operated by the 'authorities' e.g. a national / regional police ECC, local airport operator ECC, national / local government authority ECC etc. - you **MUST** account for such 'ECC system' by adapting this generic guideline / template accordingly

If your airline **does** in fact have (very rarely) the resources and infrastructure to run its own emergency call centre internally - you **MUST** account for your own 'airline ECC system' by adapting this generic guideline / template accordingly

If your airline does **not** have any services related to ECC operations - **it is suggested that the situation be rectified as a matter of the highest priority**

Note 5 - Most terms and abbreviations used in this document are generic i.e. **not** specific to any particular airline, airport, third party (commercial) ECC provider etc.





Whilst many (of such terms) will be the same / 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 accounted for accordingly i.e. when preparing **real** emergency plans based on using this guideline / template as a reference - ensure that all generic terms are replaced with your own, specific (real / in-use) terms - where appropriate

However, if you **are** able to adopt the terminology, acronyms etc. (+ associated concepts, practicalities etc.) used herein in your own associated ERP (ECC section), this will assist in achieving a highly desirable (and much needed) degree of world-wide ERP terminology standardisation amongst aircraft and airport operators (for an acronym decode - see page **16**)

Note 6 - The information in this document concerning 'alerting and activation' assumes that 'ABCX Airways' uses an **automated** alerting system, capable of alerting large numbers of potential responders in very quick timescales - utilising most modern methods of communication, but especially by means of 'voice' telephone calls. Such systems are easily procured and can typically be leased from around USD \$5 to 10,000 per annum (2019 prices) + any actual usage fees

Note 7 - A 'General Reference / Glossary section', complete with associated 'Definitions & Explanations' used in this series of Guideline / Template documents, will be found by clicking on the below link: Pre-study of the latter is **strongly recommended** before use of **this** document (i.e. the one you are reading now)

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

(Scroll down the info articles shown until you find the '**Glossary**' - then click on it to open and read)

Note 8 - An airline requires a suitably effective and efficient method of documenting, in detail, the requirements of its emergency response plan. A brief account of how this is done in **this** guideline and guideline / template documents series can be found on pages **19 - 20**. It is a well tried and proven method and it is strongly recommended that airlines consider adopting same. If done, this will further strengthen the standardisation aspects of ERPs amongst airlines

Note 9

How to use this Guideline / Template (Instructions)

Information for preparation & production of a new or upgraded airline '**ECC Operations**' ERP document (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) to simply be 'copy & pasted' into any new or upgraded airline plan under preparation. Where required the 'copy & paste' material can (must) be altered / adapted 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 the document you are now reading] is able to provide)

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

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

Remember to:

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

The 'written instructions' referred to above plus any associated material to 'copy & paste etc. - will generally be included within the specific guideline / template document as associated with the specific new or upgraded aircraft operator (airline) ERP under preparation. This means e.g. that for **each** airline Part 1 **Volume** to be produced / upgraded - there will be a **corresponding** and **separate guideline / template** document to refer to / 'copy & paste' information from / take instruction from etc. i.e.

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

New / Upgraded Airline Plan under Preparation	Associated Guideline / 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). Blue asterisked (*) documents listed in the table are '**guideline / templates**'. All others are '**guidelines**'





Note 10 - This guideline / template is based on ABCX Airways being able to deploy significant resources (including manpower, budget & facilities) during a crisis response. This will obviously not be the case for all users (airlines)

In the latter circumstances, this guideline / template should be **adapted & downsized** accordingly in the appropriate areas. It is clearly acknowledged here that this might prove difficult to accomplish but should nevertheless be done to the best ability of the operator, commensurate with available resources. Outsourcing options (e.g. engagement of appropriate aviation ERP consultants) might also be considered

Note 11A

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

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

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

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

- For any **other** use of the **work** (e.g. use for commercial / for profit purposes) - **written** permission is still required. Such permission can be requested from: info@aviation-erp.com
- The copyright owner / original author agrees that the term 'commercial' (as used above) can be fairly interpreted as **not** applying to any use of this **work** as a template / guideline, where such use is made solely (only) for producing an emergency response plan or similar document - and where such use is solely (only) made by an entity (e.g. an airline) or a person(s) in the employ of such entity - **for use by such entity alone**
- If derived / adapted / changed versions (**adaptations**) of this **work** are made, then a statement to this effect must be placed in some appropriate, prominent position (e.g. the page after the title page / front cover) of all and any such derived / adapted / changed versions e.g.

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





- If adaptations of this **work** are made, it is recommended that all images in the original are replaced and / or omitted in the adaptation. This is in order to avoid any potential infringement of image copyright, which the original **work** copyright owner / author might reasonably have been unaware of
- Entities and persons intending to distribute this **work** and / or adaptations to other entities and persons, shall be responsible for ensuring that the terms, conditions etc. of this 'Note 11A' and the associated 'creative commons licence' referred to above, are passed on in turn. All entities and persons receiving such distributed versions shall then be bound by these same terms and conditions

Note 11B - Any person / entity having reasonable cause to believe that his / her / its copyright has been infringed in this document (**work**) - should please contact (email) the author soonest, in order that the issue can be mutually / satisfactorily resolved, without undue delay - info@aviation-erp.com

Note 12 - Despite every care being taken in the preparation of this series of guideline & guideline / template documents, they will inevitably contain errors, omissions & oversights, incorrect assumptions, outdated info, links which no longer work etc. Users identifying same in this particular document (the one you are reading now) are requested to please notify (email) the author accordingly at: info@aviation-erp.com

Note 13 - Parent website (of the document you are reading now) is:

<https://www.aviationemergencyresponseplan.com>

End of Preamble Section

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

If this condition is unacceptable, then you (individual and / or entity) use the information provided herein at your own risk

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





Guideline / Template - Instruction 1

The front cover sheet (title page) for *your own* CRPM Part 1 / Volume 4 will be found on the next page of *this* guideline / template document. You can simply 'copy & paste' it into the front (title page) of your own, equivalent document.

Remember to:

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





Insert your airline name here xxxxxxxx

Crisis Response Planning Manual

Part 1

EMERGENCY RESPONSE PLAN

Volume 4

Insert appropriate image here?

ABCX Airways Emergency Call Centre Operations

- in conjunction with WYZ Emergency Services -





Guideline / Template - Instruction 2

Reminder - this guideline / template is predicated on the *assumption* that the 'generic airline' (used as an example in this document i.e. 'ABCX Airways') is a UK registered & based scheduled passenger operator - using the services of commercial, third party supplier 'WYZ Emergency Services' - to provide 'Emergency (telephone) Call / Contact / Information Centre' type services to the airline, at time of major crisis

If all or any part of this assumption is invalid for your own particular airline, you should use your own common-sense, logic, skill and experience to adapt this and further instructions + associated material - to your airline's own specific purposes & circumstances

Instruction 2 covers pages 11 to 22 of *this* document. These pages can simply be 'copy & pasted' directly into your own plan and '*adjusted / adapted*' (by yourself) where appropriate, to suit the specific purposes, requirements & circumstances of your own airline:

For example - you will need to replace the term 'ABCX Airways' (wherever it occurs) with the name of your own airline - and replace 'WYZ Emergency Services' with the name of whichever external entity supplies (or will supply) such third party (ECC) commercial services to your airline

For example - you will need to replace the terms 'WZY Emergency Services (WES)' and 'WES - Emergency Call Centre (WECC)' with the appropriate & specific terms / acronyms in actual use

For example - you will need to consider replacing any 'generic' terms used herein, with those specific to your airline / airport / operation / government / country etc. However, if you **are** able to use the terms herein in your own plans - this will assist in establishing a degree of much needed global standardisation concerning use of such terminology in aviation related crisis response operations

For example - where contact type information is shown herein in formats such as:

'+ 44 (0)1200 xxxxxxx / + 44 (0)787 499 xxxx' - AND / OR - 'wecc@wyzemergency.com' - AND / OR - '*Insert appropriate contact information here - xxxxxxx*' etc.

.....*you will need to replace same with the real / actual contact information* - as appropriate

For example - if you are not a UK registered / based operator or do not operate into UK - you might need to delete / adjust / replace any such UK specific information shown

For example - you will need to 'adjust' the 'contents list' shown on page 13 of *this* document, after copy & pasting into your own plan

..... 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 2* to your own airline's specific purposes, requirements and circumstances





WYZ Emergency Services - Emergency Call Centre (**WECC**) - Points of Contact

WYZ Emergency Services (WES)	Contact Details
WECC - 24 Hour Activation Numbers	UK + 44 (0)1200 xxxxxx + 44 (0)789 600 xxxx (MP / Cell)
WES - Normal Business Contacts	+ 44 (0)1200 xxxxxx / + 44 (0)787 499 xxxx + 44 (0)1200 xxxxxx - FAX
WECC Manager (Phone) - Normal Business	+ 44 (0)1200 xxxxxx / + 44 (0)787 500 xxxx + 44 (0)1200 xxxxxx - FAX
WECC Manager - Emergency Call Centre Ops	+ 44 (0)1200 xxxxxx / +44 (0)689 601 xxxx
WECC FAX No - Emergency Call Centre Ops	+ 44 (0)1200 xxxxxx
WECC email address	wecc@wyzemergency.com
WECC toll-free & toll-paid crisis response Nos.	Will be issued by WECC Manager 'on the day'

Reminder: 'WES = WYZ Emergency Service'; 'WECC = WES - Emergency Call Centre'

*US NTSB 24H Operations Centre	+ 1 202 314 6290 (NTSB 24H Watch Officer)
*US NTSB - T ransport D isaster A ssistance	via + 1 202 314 6290 & ask for 'TDA' (see above)
*US NTSB - Transport Disaster Assistance	direct + 1 202 314 6185 / 800 683 9369 toll free USA / +202 459 9402 FAX / assistance@ntsb.gov
*US Department of State 24H Ops Centre	+ 1 202 647 1512
*US American Red Cross 24H Duty Ops Centre	+ 1 800 526 3571 (can call direct from outside USA) + 1 202 303 5555
* Generally used for major air accidents - involving flight operations into or over USA and its Territories - or otherwise where there is a significant US interest in the air accident concerned. NB: All numbers immediately above & below checked active & correct as at May 2015	

United Kingdom Foreign & Commonwealth Office (FCO)

Consular Crisis Group (UK FCO - Crisis Centre) **0207 008 5335 24H** / 0207 008 5326 office hours

Warning - Any real telephone numbers shown in this guideline / template document (e.g. those numbers shown in the *last 2* boxes immediately above) were current and correct in 2015.

Accordingly, all such numbers **must** be checked *for accuracy, currency & intended application* before inclusion and / or use in *actual (real)* emergency response plans. The same applies to any other forms of contact or similar information shown anywhere in this document





ABCX AIRWAYS - Airline / WECC Liaison Assignments + Contact Details

Function	Assigned (by airline) to	Full Contact Details
WECC Activation		
Primary	Ops Control Duty Mgr	TBA
Alternate	On-call Crisis Director	TBA
WECC Operations		
Primary	CMC WECC Liaison CC	TBA
Alternate	CMC Deputy CD	TBA
HAC Activation		
Primary	CMC HAT Liaison CC	TBA
Alternate	CMC Deputy CD	TBA
HAC Operations		
Primary	CMC HAT Liaison CC	TBA
Alternate	GO Team H. Manager	TBA
Incident Updates		
Primary	CMC WECC Liaison CC	TBA
Media Response		
	CMC Crisis Communications	TBA
PMV		
Primary	CMC Airports Desk	TBA
Alternate	Appropriate Station(s)	TBA
Victims & FR Travel		
Primary	TBA	TBA
Alternate	TBA	TBA
Miscellaneous		
Primary	TBA	TBA
Alternate	TBA	TBA

CC	=	Airline CMC - Crisis Controller
CD	=	Airline CMC - Crisis Director
CMC	=	Airline Crisis Management Centre
*FR	=	Family, Relatives & Friends (as associated with aircraft accident victims)
HAC	=	Humanitarian (Family) Assistance Centre
HAT	=	Humanitarian (Family) Assistance Team
H. Manager	=	Airline GO Team - Humanitarian Manager
PMV	=	Passenger Manifest Verification (Confirmation / Reconciliation) procedure
WECC	=	WES - Emergency Call Centre
WES	=	WYZ Emergency Services

* Note - as used herein (unless stated otherwise), such FR can be assumed to have **NOT** been on board the accident aircraft





Contents

Instruction 1	8
Instruction 2	10
WECC / WES Contact Information	11
ABCX Airways - Points of Contact re ECC	12
Contents	13
Document Review & Approval	14
List of Effective Pages / Revision Procedure / Distribution	15
Distribution	15
Abbreviations	16
Important Reminder	17
Phone Home Scheme	18
Crisis Response Planning Manual	19
Document Purpose & Scope	22
Instruction 3	23
Section 1	24
Introduction	25
Airline's ECC Responsibilities	27
Instruction 4	30
Section 2A	31
Instruction 5	77
Section 2B	78





Document Review & Approval

This document has been **reviewed** for adequacy (fit for purpose) by the 'ABCX Airways' Crisis (Response) Planning Manager, with confirming signature below

(x xxxxxxx)

xx xxx 2015

This document has been **approved** for adequacy (fit for purpose) by the 'ABCX Airways' Accountable Manager, with confirming signature below

(y yyyyyyy)

xx xxx 2015

List of Effective Pages

Pages 1 through xx - effective dates xx xxx 2015 - Revision (Original)

Revision List

Revision No	Date	By
Revision (Original)	xx xxx 2015	CPM

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

.....)

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

.....)

* Note - For business continuity purposes at least 2 hard copies are to be located /stored 'off-site'





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 - and all changed text will also be highlighted in blue - both measures being as demonstrated in this paragraph itself

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

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

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

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

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

***** Manager shall maintain & retain appropriate records concerning relevant parts of the above

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

Distribution

See above





Abbreviations

ARC	American Red Cross
ATD / ATA	Actual time of departure / arrival
C4	Command, Control, Co-ordination & Communication
CB	(UK Police) Casualty Bureau (UK Police Emergency Call / Contact Centre)
CC	Airline CMC - Crisis Controller
CD	Airline CMC - Crisis Director
CMC	ABCX Airways Crisis Management Centre - located airline HQ
C-LACC	Controller - Local Accident Control Centre (located local airline station)
CPM	Airline Crisis (Response) Planning Manager
CRPM	Airline Crisis Response Planning Manual
CRS	Computer Reservations System
CSU	Airline Crisis Support Unit (located airline HQ)
DCS	Departure Control System (airline / airport check-in system)
DOC	(American Red Cross) - Disaster Operations Centre (24H)
DR	Disaster Recovery Mechanism / Procedure (for Call Centres) - i.e. an 'intercept and divert' process for incoming telephone calls
ECC	Emergency Call / Contact / Information Centre (generic term)
ERP	ABCX Airways - Emergency Response Plan (applies to CRPM Part 1 only)
FAC	Family, (Relatives & Friends) Assistance Centre (aka 'HAC')
FR	Family, Relatives & Friends
HAC	Humanitarian Assistance Centre (aka 'Family Assistance Centre')
HAT	Humanitarian Assistance Team (aka 'Special / Family Assistance Team')
ICAO	International Civil Aviation Organisation (a United Nations organisation)
JFSOC	Joint Family Support Operations Centre (usually co-located with H / FAC)
LACC	Local Accident Control Centre (located at local airline station)
NTSB	National Transportation Safety Board (USA)
OCC	Airline's Operations Control Centre (airline HQ)
ODM	OCC Duty Manager (airline HQ OCC)
* PDA™	'Person(s) Directly Affected' (equivalent of ABCX Airways term - 'victim')

* Note - PDA / 'persons directly affected' is a trademarked acronym / term used by 'Kenyon International Emergency Services'. It is included here purely for information and contextual purposes of readers - some of whom may be Kenyon clients

PMV	Passenger Manifest Verification (confirmation / reconciliation) procedure
SAT	Special (Family) Assistance Team (preferred term is 'HAT' - see above)
STD / STA	Scheduled time of departure / arrival
WECC	WES - Emergency Call Centre
WES	WYZ Emergency Services (Note - 'WYZ' is the name of the parent organisation which operates 'WYZ Emergency Services')

Note: '**Humanitarian**' is the preferred term used in this document e.g. 'Humanitarian Assistance Centre'; 'Humanitarian Assistance Team' etc. However, the equivalent terms 'Family Assistance Centre / Team' and 'Special Assistance Centre / Team' (and similar) are still in widespread use throughout the aviation industry. Consequently all such terms can and are used interchangeably within this document - with the same meanings





Reminder

EMERGENCY / CRISIS RESPONSE PLANNING - Definitions & Reference Material (Glossary)

A 'General Reference / Glossary section', complete with associated 'Definitions & Explanations' used in this series of Guideline / Template documents, will be found by clicking on the below link: Pre-study of the latter is **recommended** before further use of **this** document (i.e. the one you are reading now)

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

(Scroll down the resulting webpage until you find the 'Glossary' info article - then click on it to open and read)





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. Furthermore, the nature of their employment sometimes means that family, relatives and friends (of crew) might not always know which flights they (crew) 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 / staff 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**





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

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

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

The CRPM comprises:

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

The document which you are now reading (CRPM Part 1 / Volume **4**) is a component **volume** of **CRPM Part 1** (see next page). These component CRPM Part 1 'volumes' **deal exclusively with the catastrophic aircraft accident type situation - and nothing else**

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

The term '**Emergency Response Plan - ERP**' is **never** used (except contextually and / or for cross-reference) when referring to any of CRPM Parts 2 to 6





As mentioned, CRPM 'Parts' can be further split down into 'Volumes' - where required by the document owner, in order to make the use of the particular 'Part' more effective and efficient - whilst also significantly *reducing the amount of information required to be studied & retained by prospective users*. For example **CRPM Part 1** (Catastrophic Aircraft Accident - ERP) is *further split* into ten (10) separate volumes as follows: (*you are currently reading the volume' highlighted in orange*)

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



Requirements for all designated users of the CRPM

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

- Acquire & retain an appropriate level of CRPM knowledge, commensurate with effectively & efficiently carrying out designated pre-preparation and actual response duties, as related to a major airline emergency / crisis
- Where appropriate - use the procedures, checklists, information, guidelines, templates & other appropriate content of the CRPM - to guide preparation of **separate** plans. The latter typically includes individual departmental / business unit plans, dealing with different aspects of emergency / crisis response, for which the specific department / business unit is directly accountable. (See 'Crisis Support Unit - CSU' definition - found via the Glossary [cross-referred to on page 17])

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

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





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

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

Note:

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

- ✓ Available in required numbers and disciplines to **adequately** operate 24 / 7 for long periods (12 hour shifts assumed)
- ✓ **Quickly** available e.g. less than 1 to 2 hours response time on a 24 / 7 / 365 basis
- ✓ **Reliably** available 24 / 7 / 365
- ✓ **Adequately** trained & exercised
- ✓ **Capable of rapid worldwide deployment** (selected elements)

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

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





Purpose & Scope of this Guideline / Template Document

The **purpose** of this document is to provide information to the reader / user - typically set against the specific context of a catastrophic aircraft accident type scenario. It (this document) is a 'guideline / template' for producing a new or upgraded component (referred to herein as 'Volume 4') of the overarching ABCX Airways Crisis Response Planning Manual (CRPM) Part 1 - (latter otherwise being known as the '**Emergency Response Plan - ERP**')

Volume 4 (of CRPM Part 1) deals with **Emergency** (telephone) **Call Centre** operations - as provided to ABCX Airways by (fictional, external [commercial] third party entity) '**WYZ Emergency Services**'

When completed in accordance with this guideline / template document - the resulting 'Volume 4' will contain information, procedures, checklists etc. - designed to guide those ABCX Airways staff assigned to liaise with and support WYZ Emergency Services (**WES**). More specifically, such liaison and support will be with the 'WES - Emergency Call Centre' (**WECC**) - during such time as the latter is activated for emergency / crisis response operations, on behalf of ABCX Airways

Volume 4 can be similarly used to guide ABCX Airways liaison staff deploying to any activated **United Kingdom** based Police * '**Casualty Bureau**'

* For the purposes of this document, '**Casualty Bureau**' is a UK Police term for an emergency call / contact / information centre invoked and operated by UK Police from a UK location(s) (e.g. typically following a catastrophic aircraft accident in UK - or similar occurring to a UK carrier anywhere else in the world)

The primary purpose of a Casualty Bureau is to manage / assist in any associated '**Disaster Victim Identification (DVI)**' operation - as appropriate

As such, a Casualty Bureau will typically be totally independent of any (separate) emergency call centre operated *by an airline* (whether the latter is operated directly or via a sub-contracted, commercial third party such as the WECC). However, some *limited* liaison protocols do exist in reality between UK (and some other) airlines and the UK Police Casualty Bureau e.g. concerning data exchange. One UK based third party (commercial) supplier of ECC services also has its own 'Casualty Bureau' liaison protocols in place

The **scope** of this document facilitates effective and efficient liaison, support and direction (by ABCX Airways) concerning any '**WECC**' operations, conducted on behalf of the airline. An appropriate level of study of this document, combined with associated training and exercising (which should involve WYZ Emergency Services as often as is practicable) - should result in a satisfactory level of performance in the required areas, during (associated) actual / real operations

Note: The policy and implementation advice contained in **ICAO Docs 9998 (Policy** on Assistance to Aircraft Accident Victims and their Families) and **9973 (Manual** on Assistance to Aircraft Accident Victims and their Families) respectively - should be considered and adequately accounted for. These ICAO docs can be found via:

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

(Scroll down resulting webpage to find the above document titles - then click on them to open / read)





Guideline / Template - Instruction 3

Instruction 3 covers pages 24 to 28 of *this* guidelines / template document

These guideline pages can simply be 'copy & pasted' directly into your own plan and '*adjusted / adapted*' (by yourself) where appropriate, to suit the specific purposes, requirements & circumstances of your own airline

However, much of the information under the various subject headings must be separately researched, selected and entered by the airline itself. '*Sub-instructions*' indicate where this is necessary

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 airline's specific purposes, requirements and circumstances





CRPM Part 1 / Volume 4

Section 1

ABCX Airways

WES - Emergency Call Centre (WECC) - An Introduction





Introduction

‘ABCX Airways’ has designed its emergency response plan to deal with the worst possible crisis which could befall an airline - i.e. a *catastrophic (mass fatality) aircraft accident / aviation disaster*

The above situation typically generates tens of thousands of telephone calls to the accident airline per 24 hours - typically from associated families, relatives & friends - ‘FR’ (amongst others e.g. the media; the public in general etc.) enquiring about the status (uninjured, injured, deceased, missing, unknown) of those who might have been on board the accident aircraft - and / or of any associated ‘ground victims’ who might have also been involved

Whilst ABCX Airways operates its own ‘normal business’ commercial call centre(s) (i.e. Reservations / Customer Services etc.) - it / they do **not** have adequate infrastructure, equipment, personnel, ICT, training and other appropriate resources in place - to deal effectively, efficiently and expeditiously with the anticipated (crisis related) telephone call volume & operation as referred to above

Accordingly, ABCX Airways has entered into an agreement with ‘WZY Emergency Services (WES)’ to provide such services (on behalf of the airline) as outlined above. The facility is known herein as the ‘WES - Emergency Call Centre (WECC)’

WYZ Emergency Services (WES) - Background

Sub-Instruction 3A

Insert here appropriate **background** material about the actual (real) organisation through which emergency call centre services are provided to your own airline (i.e. the real equivalent of ‘WYZ Emergency Services’) - e.g. a brief history, parent company details (if applicable), office location(s), manpower and other resources, types of emergency services available, current operational situation (what they do ‘day to day’ [*normal business]) etc.

You will need to research and supply this info yourself - in conjunction with your ‘**actual**’ ECC service provider - also changing the title (shown in blue font above this box) accordingly

* It should be clearly understood & documented here (as applicable) that no such third party supplied ECC as described herein exists **solely** to supply such ECC service i.e. for 99%+ of the time, such call centres will be otherwise engaged in some form of ‘normal day to day call / contact centre commercial operation’ - typically having absolutely nothing to do with WYZ Emergency Services, ABCX Airways (or any other airline) - or, indeed, any form of emergency response operation

For example, the third party call centre concerned may be an airline reservations / customer contact centre (Reminder - a **very** small number of **airlines** provide ECC type services to other airlines); a customer service centre for a bank; a telephone information centre for a private health / medical insurance services organisation etc. Moreover, it can be located anywhere in the world - particularly in ‘developing’ countries

Thus the many airlines contracting out their emergency call centre accountabilities to commercial, specialist entities such as WYZ Emergency Services - should clearly understand that the latter, in turn, probably **sub-contract** such services to the actual (separate) call centre itself (see also further explanatory note on page 28)





A Brief Overview of the WES - Emergency Call Centre (WECC)

Sub-Instruction 3B

Insert here a general overview of the actual (real) emergency call centre facility itself - which supplies this service to your airline (i.e. the **real** equivalent of the 'WECC'). You will need to research and supply this information yourself - in conjunction with your 'actual' ECC service provider. Consider the below as a starting point & expand accordingly (*the list is far from exhaustive*):

- * **WES** involvement with call centre oversight, management, training, exercising
- * **Local** supervisory system in use i.e. managers, supervisors, team leaders etc.
- * **Local** operator (agent) numbers and availability (e.g. adequate numbers; availability time scale etc.)
- * Embedded language capabilities (i.e. **without** use of external translation services)
- * Staff retention / turnover statistics
- * Alerting & Activation method(s) used (including guaranteed response / activation times)
- * Ability to handle two (independent) crises concurrently i.e. for 2 x different clients
- * Methods of communication to / from / with the airline & other relevant entities
- * Inbound Calls - method of operation
- * Outbound / Return Calls - method of operation
- * Protocols used for 'Notification' and 'Information' Provision
- * Documentation and data management procedures used - including security, data protection etc.
- * Toll-free number availability (how many, in what countries, in which languages?)
- * Translation facilities (where from; how quick; what languages; capacity / numbers etc.)
- * Arrangement and management of family and victim travel requirements
- * Initial & recurrent training procedures
- * Exercise procedures
- * Audit procedures (both 'in-house' and external [e.g. conducted by the contracting airline itself])
- * Record keeping
- * Software system (and capabilities) i.e. as used to run the emergency call centre
- * Uninterrupted Power Supply (UPS) system in use and fit for purpose
- * Other Business Continuity measures in place (e.g. alternate facility availability) - or otherwise?
- * Fit for purpose 'Risks Register' & Risk Management System in operation
- * Compliance with legal / regulatory requirements e.g. USA Family Assistance legislation
- * You will need to change the title (**shown in blue font above this boxed info**) accordingly
- * and so on

WECC - Block Schematic diagram (overview)

Sub-Instruction 3C

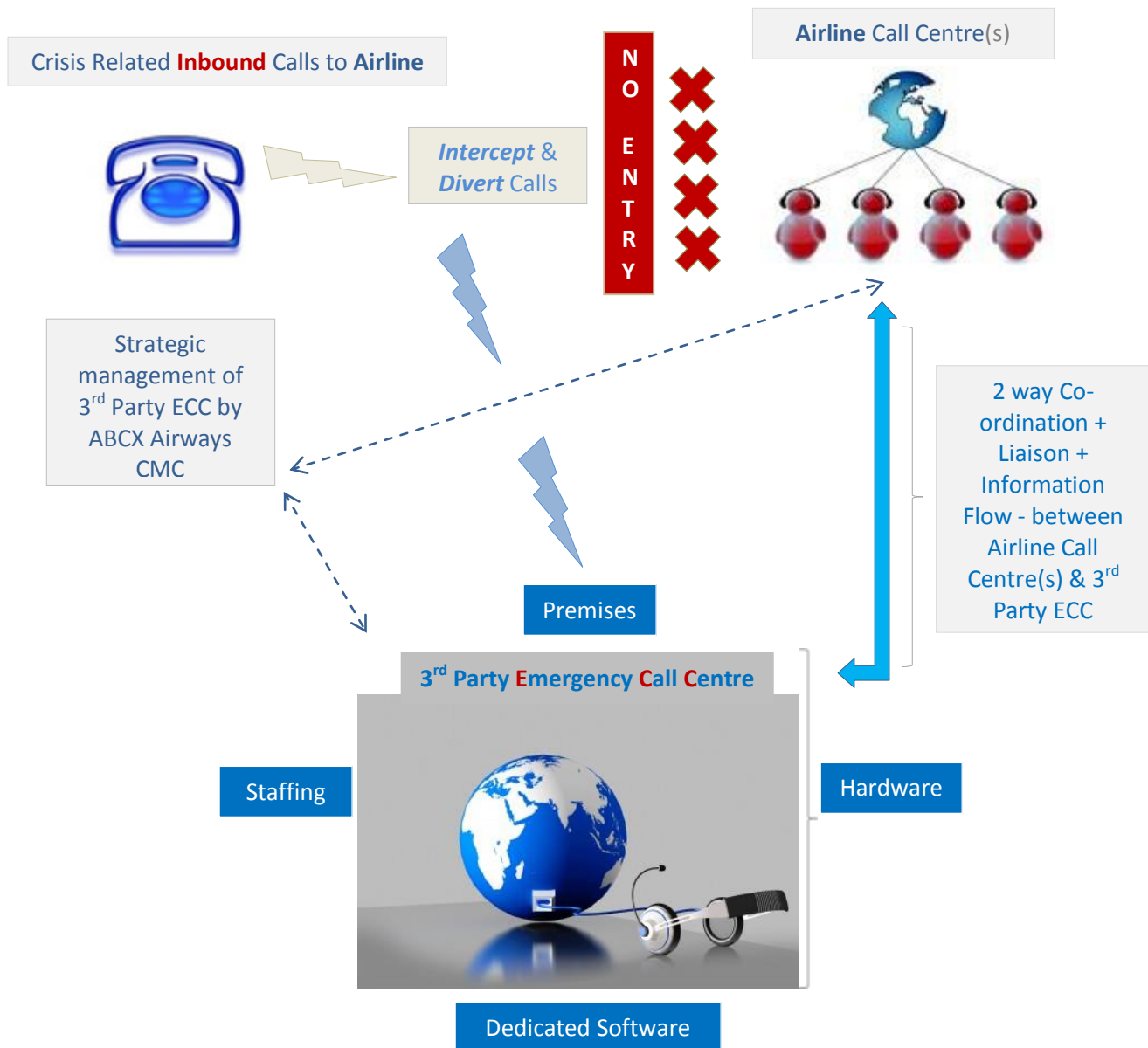
Insert here a simple, 'block schematic' type diagram summarising the actual (real) ECC facility itself - which supplies such service to your airline. You will need to research and supply this information yourself - in conjunction with your 'actual' ECC service provider. Include e.g. details of manpower provided; links to airline and call centre's parent company; inbound & outbound call facilities; data management and family travel facilities; geographical location(s) etc.

An **example** of how this might look is shown on the next page. You will need to change the title (**shown in blue font above this boxed info**) accordingly





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



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

Call Taking Capacity

Telephone Accessibility (from all countries)

Language(s) / Translation Capability

Security & Data Protection

No-break Power Supply

Separate Location Back-up Facility

Robust, Documented Procedures

Training & Exercising (ever on-going)

Other Emergency Call Centres in Operation

Activation Times

Compatibility with Airline Requirements

Double (Concurrent) Crisis Capable

Location / Custom / Culture / Religion

Service Level Agreement

Sufficiently Staffed / Manned

Operates Concurrently with own 'Normal' Ops Rqts





WECC - Location Map

Sub-Instruction 3D

Insert here a map(s) showing location of the actual (real) ECC facility / facilities. You will need to change the title (shown in blue font above this box) accordingly

Note (Reminder) - it is normal practice for commercial organisations such as WES (contracted to supply ECC services to ABCX Airways) to **sub-contract** provision of the **actual** call centre to be used. It is also normal for WES to then oversee all aspects of the preparation and operation of same - both pre-crisis (training, exercising, providing bespoke software etc.) - and during actual crisis response operations (management, supervision, support) - by working together with the actual call centre used. Note further that the **only** commercial entities typically able to **directly** use **their own** call centre facilities / resources on behalf of (other airline) clients - are generally airlines themselves e.g. the British Airways EPIC based in UK ; the Emirates (Airline) Emergency Call Centre based in Dubai etc.

Emergency Call Centre Responsibilities - **Airline** (ABCX Airways)

ABCX Airways Support to the WECC (during activation of WECC on behalf of the Airline)

In addition to the information, procedures and checklists contained herein, ABCX Airways shall provide (on behalf of the airline [itself]) dedicated 24 hour manpower liaison & support with / to WECC - during **actual** crisis response operations. This support typically comprises:

- ✓ **Airline's Verification** (Reconciliation / Confirmation) **Team** for the Accident Flight's **Crew List** (General Declaration) and **Passenger List** (Passenger Manifest). Oversight and overall co-ordination of this team shall come from **HQ Airports (Ground Ops) Department Crisis Support Unit** (CSU) - based at airline HQ

The constitution of the verification team itself typically comprises airline HQ crewing personnel + airports services 'traffic' & / or 'check-in' personnel from the airport(s) of last departure (before the accident occurred) + any other staff deemed appropriate to contribute to the task, as appropriate to actual circumstances 'on the day' e.g. staff responsible for ticket bookings and issue, Staff Travel etc.

- ✓ **WECC (CMC) Liaison Persons** (main **airline** point of crisis contact for WECC) - operating 24H (2 x 12 hour) back to back shifts from the airline HQ based **Crisis Management Centre (CMC)**. Such persons shall be the primary airline link with the WECC on all crisis related matters
- ✓ **Airline Representative(s)** seconded on a 24H (2 x 12 hour) shift basis to the appropriate UK Police Casualty Bureau (if operational). He / she reports to the airline's (CMC) '**WECC Liaison person**'. Manpower, logistics etc. permitting - a similar rep might be deployed to the actual WECC itself





© AERPS / MASTERAVCON (A H Williams) 2007 to 2020 - some rights reserved

Deliberately Blank





Guideline / Template - Instruction 4

Instruction 4 covers pages 31 to 75 of *this* guidelines / template document

The above guideline pages can simply be 'copy & pasted' directly into your own plan and '*adjusted / adapted*' (by yourself / whoever) where appropriate, to suit the particular requirements of your own airline

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 airline's specific purposes, requirements and circumstances





CRPM Part 1 / Volume 4

Section 2A

ABCX Airways

Airline CMC - WES / WECC Liaison Person - Main Checklist

ABCX Airways (Airline) WES / WECC Liaison Person - Checklist

Page 32

Section 2A *also* includes the following attachments:

- | | |
|--|---------|
| ▪ A: Call Centre 'Typical Intercept & Divert' procedure | Page 38 |
| ▪ B: Passenger Manifest Verification - a suggested procedure | Page 43 |
| ▪ C: WES required (or associated) Information, Forms, Procedures etc. | Page 56 |
| ▪ D: Agreed modifications to WECC standard procedure | Page 64 |
| ▪ E: Advising WECC of any contacts made / information provided <i>by the airline</i> | Page 68 |
| ▪ F: FR Travel Policy Variation | Page 71 |
| ▪ G: Casualty Bureau & FCO Contacts | Page 73 |
| ▪ H: Advising WECC of (airline prompted) contacts to be made (by WECC) | Page 74 |

CMC	= Crisis Management Centre (located ABCX Airways [Airline] HQ)
FCO	= UK governments 'Foreign & Commonwealth (Overseas) Office'
FR	= Family, Relatives & Friends (such FR would not have been on board the accident flight)
WECC	= WES - Emergency Call Centre
WES	= WZY Emergency Services
WZY	= Name of external (commercial) third party entity providing ECC services to ABCX Airways





ABCX Airways (Airline) CMC - WES / WECC Liaison Person - **Main Checklist**

	Action	☑ ?
1	On arrival at CMC report to senior person present, obtain crisis briefing (from whoever) and take appropriate notes	
2	<p>Check if Operations Control Centre Duty Manager (ODM) has already activated WECC?</p> <p><i>(Insert ODM contact details here - xxxxxxxx)</i></p> <p>If WECC not yet activated (and if activation required) - advise ODM that you will now assume this responsibility</p>	
3	<i>Deliberately Blank</i>	
4	<p>Activate WECC - if necessary</p> <p>WECC Activation via telephone:</p> <p><i>(Insert contact details here - xxxxxxxx)</i></p> <p>Note - at this stage provide briefest crisis information by telephone only. Advise WECC that you will revert ASAP to complete the (WECC activation) accident / incident message with them. Cross refer to checklist item 14 for further details</p>	
5	<p>Check with Airport (Ground Ops) Services Crisis Support Unit (CSU) that accident flight's 'station(s) of last departure' is (are / will) carrying (carry) out the Passenger Manifest Verification (Reconciliation / Confirmation) [PMV] procedure - and obtain an estimate (time) of when this task will be started & completed (as appropriate)</p> <p><i>(Insert Airports CSU contact details here - xxxxxxxx)</i></p> <p>Note - where a multi-sector, scheduled route (e.g. A to B to C) is involved, all 'up-line' stations located prior to the accident location will need to action the PMV individually. However, this process will be centrally co-ordinated & overseen by the Airports Services CSU at airline HQ</p> <p>Note - PMV procedure is explained in attachment B to Section 2A of this manual (starts page 43)</p>	
6	<i>Deliberately Blank</i>	
7	<p>Implement / activate ABCX Airways 'Normal Business' Call / Contact Centre(s) 'Intercept & Divert Message' procedure</p> <p>To do this - see attachment A to hardcopy version of this checklist (starts page 38) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p> <p>REMINDER - you will need to change the recorded message (of the telephone number being 'diverted to') when the WECC is ready to take telephone calls - cross refer to item 20 of this checklist for more details / context</p>	





	Action	☑ ?
8	<p>Follow pre-planned procedure for appropriate (respectful / suitable) holding music / message(s) to be played at all appropriate ABCX Airways Call / Contact / Reservations Centres, Ticket Desks, Shops / Retail outlets etc. - e.g. for use whenever callers are in a telephone queue or otherwise placed on hold</p> <p>State clearly here where / how this pre-planned procedure can be accessed</p>	
9	<p>Establish telephone contact with WECC Manager - & send (via email / FAX) the preliminary (unverified / unconfirmed) passenger manifest & crew list for the accident flight (+ also see [next] item 10 below NOW)</p> <p><i>(Insert contact details here - xxxxxxxx)</i></p> <p>For reference - see attachment B to hardcopy version of this checklist (starts page 43) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p> <p>Reminder - also send verified (reconciled / confirmed) passenger manifest & crew lists to WECC as soon as they become available</p>	
10	<p>Whilst speaking with WECC Manager as per above - obtain an estimated WECC opening time. Also obtain & log the toll-free and toll-paid WECC telephone numbers - which will eventually (but not yet!) be used / activated to take crisis related calls. Pass on this information to all concerned - particularly the airline's Crisis Communications Team - CCT <i>(they will, in turn, arrange to distribute [publicise - externally and internally] this information, when cleared to do so by the CMC)</i></p> <p>Note - you will require at least a toll-free number (calls are free) which works when dialling from most UK telephones - and also a toll-paid number (caller pays) which works world-wide</p> <p>Depending on nationalities of persons on board the accident flight, you may also require additional toll free and toll-paid numbers for other countries - as appropriate</p>	
11	<i>Deliberately Blank</i>	
12	<p>As / if information becomes available to the airline - notify WECC of victims who are:</p> <ul style="list-style-type: none"> ▪ VIPs & similar / equivalent ▪ Group(s) travelling together and / or related and / or travelling on same PNR (same reservation booking reference) etc. ▪ Passengers with lap babies (infants without a seat assignment for latter) ▪ Unaccompanied minors ▪ Positioning crew, staff travellers (business and / or leisure - including travelling families relatives & friends of latter - as appropriate) etc. ▪ Previously deceased person(s) transported in cargo / baggage hold etc. 	





	Action	☑ ?
13	<p>When appropriate (but ASAP) - arrange to verify that a reasonable sample (e.g. around 6 to 8) of UK landline and mobile telephones (at least 75% of which should be <i>outside of / external to the ABCX Airways HQ telephone system</i> [if appropriate]) can <i>actually access</i> either and / or both the supplied WECC toll-free and toll-paid number(s)</p> <p>Also ensure that two of these access attempt calls (from 1 x landline & 1 x mobile phone number) are made from telephone sources <i>outside</i> of the UK</p> <p>Report any problems to WECC Manager</p> <p>Also see note 1 at end of this <i>checklist NOW</i></p>	
14	<p>Complete formal (WECC activation) incident report form & send to WECC Manager (+ also see checklist items 15 & 16 below <i>now</i>)</p> <p><i>(Insert contact details here - xxxxxxxx)</i></p> <p>- see attachment C to <i>hardcopy</i> version of <i>this</i> checklist (page 56) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p> <p>Note - if time is short, pass by telephone first & forward written version later</p> <p>IMPORTANT - from this point on, ensure that a regular telephone communication cycle is maintained (e.g. every 30-45 minutes or less) with WECC Manager - even if only to report 'nothing new' - from either party. Critical / important / sensitive information is to be passed on (either way) immediately - via telephone (backed up in writing / text)</p>	
15	<p>Instruct WECC Manager to ensure WECC follows appropriate call handling and notification procedure as per airline's pre-agreed standard operating procedures - (i.e. as had been pre-agreed during contract negotiation [or subsequently] with WES)</p> <p>- see attachment D to <i>hardcopy</i> version of <i>this</i> checklist (page 64) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p>	
16	<p>Provide WECC Manager with appropriate ABCX Airways telephone number(s) - to which WECC can transfer / refer valid 'NON-CRISIS RELATED' callers, who mistakenly (for whatever reason) contact the WECC..... instead of the airline etc.</p>	





	Action	☑ ?
17	<p>Arrange for a suitably worded message to be sent to all concerned parties - within or otherwise closely related to the airline operation (particularly call / contact / reservations centres, retail outlets, city / town / airport offices, airport check-in desks, parent company / group, agencies [including GHAs], reception desks etc. - + any other locations where the general public might have access [direct or indirect] to the airline / group etc.) - advising the procedure to follow if potential family, relatives & friends etc. (FR) (of potential or actual accident victims) make contact directly with any of the above, e.g. via telephone, email, social media - or by physically walking e.g. into a retail shop / ticket office / any other relevant premises</p> <p>This same procedure (but with a different message) will also cover (at least in the short term) similar contact from others not related directly to the crisis e.g. the media, non-affected members of the public etc.</p> <p>Note - action the para immediately above via the Crisis Communications Team</p> <p>- see attachment E to <i>hardcopy</i> version of <i>this</i> checklist (page 68) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p> <p><i>(Insert or cross refer to appropriate contact details here - xxxxxxxx)</i></p> <p>(+ also see checklist item 27 below NOW)</p>	
18	Forward copies of all airline press releases / statements to the WECC Manager - as they are released. Continue this for as long as the WECC remains in operation	
19	<p>Reconfirm with WECC Manager the pre-agreed ABCX Airways FR travel policy</p> <p>- see attachment F to <i>hardcopy</i> version of <i>this</i> checklist (page 71) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p> <p>At this point also brief WECC Manager on any airline plans (either in hand or 'under study') to transport accident victims' FR to (or as near as possible to) the accident location. <i>Return to this item later</i> if not appropriate to deal with it now</p> <p>Reminder - as per contract - WECC can become fully involved with all travel arrangements - upon request by the airline. This is part of the WECC service provided by WES to ABCX Airways</p>	
20	<p>When the WECC is ready to receive telephone calls - direct Crisis Communications Team (with CD's permission) to arrange immediate <i>external</i> distribution of the appropriate information via all forms of media - including company websites and social media</p> <p>Also direct that this information be distributed <i>internally</i> to all appropriate parts of ABCX Airways / parent Group etc.</p> <p>Reminder - review again checklist item 7 further above (re changing the recorded message - with the intent of now re-directing callers to the published WECC numbers)</p>	
21	<i>Deliberately Blank</i>	





	Action	☑ ?
22	<p>Identify UK Police Casualty Bureau (CB) involved (if any) and establish contact. Arrange a contact schedule for exchange of crisis information, troubleshooting etc.</p> <p><i>(Insert contact details here - xxxxxxxx)</i></p> <p>- see attachment G to <i>hardcopy</i> version of <i>this</i> checklist (page 73) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4</p> <p>Note - ABCX Airways should consider deploying airline liaison staff to the CB (24H ops) - if so required by 'circumstances on the day' - and vice versa</p>	
23	<p>If accident is overseas - make contact with UK Foreign & Commonwealth Office (FCO) Establish a contact schedule for exchange of crisis information, troubleshooting etc.</p> <p><i>(Insert contact details here - xxxxxxxx)</i></p> <p>- see attachment G to <i>hardcopy</i> version of <i>this</i> checklist (page 73) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p> <p>Note - the FCO may also decide to operate its own (small - around 30 workstations maximum) emergency call- centre (ECC) and / or co-opt the services of the much larger (up to around 1,000 workstations in extremis) UK Police 'Casualty Bureau'</p>	
24	<p>Where necessary & appropriate - authorise WECC Manager to pass on updates on ECC aspects of the crisis operation to 'official agencies' having a regulatory or similar interest (e.g. the USA's National Transportation Safety Board (NTSB); USA Red Cross etc.) - in case of accident in / to / from / over USA. WECC to advise ABCX Airways each time such notification is made & give appropriate (brief) details of information provided</p>	
25	<p>Reminder - maintain a <i>regular</i> two-way information flow with WECC Director. Note that all critical information must always be communicated immediately via telephone</p>	
26	<p><i>Deliberately Blank</i></p>	
27	<p>Provide WECC Manager with names & contact info (if known) of any FR having contacted (or been contacted by) the airline AND / OR <i>received / been provided with</i> any crisis related information - by any means (where such means are known to the airline) other than via the WECC - together with (+) details of the information provided, if available</p> <p>(+ also look again at checklist item 17 above to ensure required degree of 'co-ordination & consistency' is achieved in this matter)</p> <p>Note - The purpose here is for the WECC to record the associated information, thus permitting them (WECC) to establish contact and provide <i>further</i> crisis notifications / information updates to such FR (if required) and to co-ordinate FR crisis travel arrangements etc. - as appropriate</p> <p>Note - The above assumes that the WECC is not yet open to take calls from FR - OR - (if the WECC is open for calls) that the FR cannot or will not contact or otherwise communicate with the WECC in the first instance</p>	





	Action	☑ ?
28	<i>Deliberately Blank</i>	
29	<p>In situations where the airline requires the WECC to make a specific notification / provide information to a specific person(s) - complete the form referred to below and return it ASAP to WECC Manager:</p> <p>- see attachment H to <i>hardcopy</i> version of this checklist (page 74) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p>	
30	<i>Deliberately Blank</i>	
31	<p>Whenever ABCX Airways provides victim 'status' information (i.e. as known to the airline) to the WECC - at least the following should be included, if known:</p> <ul style="list-style-type: none"> ▪ Name (Including aliases; nicknames etc.) ▪ Status (Uninjured; Injured [Life-threatening]; Injured [Non-Life-threatening]; Dead; Missing; Unknown) ▪ Current Location (e.g. Airport Uninjured Centre; Hospital; Hotel; Mortuary etc.) ▪ Future (intended / anticipated) Location(s) (e.g. Airport Uninjured Centre; Hospital; Hotel; Mortuary; Continue Journey; Return to Home etc.) ▪ Contact Information for all Locations listed above (if available / possible) ▪ Travelling With (list names of all persons known or believed to have been travelling with [& somehow associated with] this particular victim) 	
32	<p>Deal with any 'Travel Policy Variation' requests received from WECC</p> <p>- see attachment F to <i>hardcopy</i> version of this checklist (page 71) OR soft copy version stored on CMC drive / CRPM Part 1 - Volume 4 / ECC Checklists folder</p>	
33	Deal with any other issues as they arise	
34	Decide (in conjunction with CD etc. - and WECC) when to reduce the capacity of the WECC (perhaps incrementally) - and also when to finally close it down completely	
	END	

Note 1 - re checklist item 13 above, not **all countries** will be able to access (use) the WECC provided **toll-free** number(s). However, this service should function throughout most of Europe, North America & other 'developed' regions of the world. Note further that in countries which **can** generally connect to the WECC toll-free number, some **mobile** phone networks and / or packages will still **NOT** permit such calls to be connected

Note also that all * landline telephones world-wide should still be able to connect to the WECC **toll-paid** number at all times. The same applies to mobile phones if the associated 'package' purchased so permits

* When using **landline** telephones to make calls to the WECC toll-free number from a particular country, it is possible (rarely) that several different providers of telecommunications services are able to supply the landline service. In which case it might be that **only** one of these providers (normally the main telecoms provider in any particular country) will permit connection to the toll-free number

Note 2 - when ABCX Airways transmits any appropriate (significant) information to WECC via email and / or FAX as indicated above - a corresponding phone call should be made to WECC - to ensure safe receipt of same. Same applies in reverse





Attachment A to Section 2A

ABCX Airways Call / Contact Centre(s) - Inbound Calls - 'Intercept & Divert' Procedure

The following (procedure) refers to an airline's commercial, normal-business call / contact centre(s) (e.g. customer contact / service; reservations centre; information centre etc.) - and how, at time of catastrophic aircraft accident (*and for any other equivalent major crisis as required*) - it is possible and most advisable for the airline to **intercept and divert** crisis related telephone calls coming into such commercial call / contact centre(s) & similar facilities

Practically speaking, this means that all such calls are **initially** diverted to a series of incident related holding messages (set up [almost immediately] by the airline post-accident notification), which will conclude by ensuring that callers **eventually** end up contacting the WECC itself (when the latter declares [in due course] that it is ready to 'receive crisis calls')

Most major, commercial telecommunications companies can supply such '**intercept and divert**' systems technology (sometimes rather confusingly known as 'Disaster Recovery (DR)' systems in the telecommunications / call centre / IT environments) at relatively low cost

The following **example** is taken from the **actual** procedure used by a **real** UK based aircraft operator, which has several of its own * commercial (normal business) call / contact / information centres - but which has nevertheless chosen to contract with a **real** equivalent of (the fictional) WES, to provide emergency call centre services (on behalf of the airline) from the **real** equivalent of the (fictional) **sub-contracted** WECC - at time of major airline crisis (if required)

* Note - for various (valid) reasons this airline had decided that it was unable to utilise its own commercial / normal business call centre facilities in order to run its own ECC - hence its use of WES / WECC real equivalents

All 'real airline specific' information has been de-identified

It has been assumed that WES and WECC are providing the appropriate services as already described earlier (and as will be further expanded upon later) in this guideline / template document





EXAMPLE

ABCX Airways Call Centre(s) - Inbound Calls - 'Intercept & Divert' Procedure

Person Responsible: Emergency Call Centre Liaison Representative - located Airline HQ CMC

Step1 - invoke / activate the already **pre-recorded** (*initial*) intercept holding message as follows:

- ✓ Dial **0871 xxx yyyy** and enter access code **zzzz**
- ✓ Message will state '..... to make changes to ABCX Airways routing - **Press 1**. For all other numbers press 2
- ✓ **Press 1**
- ✓ Message will then state '.....to include messaging relating to a major incident - **Press 1**
-' (Note - other numerical options [which will **not** be related to a major crisis / incident situation] may also be provided in this recorded message. If so, ignore them)
- ✓ **Press 1** (again)

Having completed the above, callers to all publicly available ABCX Customer Service and / or Reservations Call / Contact Centre etc. numbers will now hear the following (**pre-recorded**) message:

'.....If you are calling about the recent incident involving ABCX Airways, please redial 0800 055 xxxx now - so that we can ensure proper handling of your call. If you have a query regarding any other ABCX Airways matter - please hold

Step 2

Before the WECC is ready to take calls and **immediately** AFTER COMPLETING 'Step 1' above

Record the message below (see script on **next page**) which will prompt redirected callers from the ABCX Airways Customer Services & Reservations Call Centres etc. (as per step 1 above) - to call back at regular intervals (until such time as the WECC advises that it is ready to take crisis related calls)

- Dial **0845 850 xxxx** and enter service code **00001234**
- When prompted enter PIN **765432**
- When prompted select message number **1**
- When prompted select **1** (record a new message)
- Record new message by following the instructions provided (see sample script - **next page**)
- Press 'square' (hash [#]) key when recorded message complete
- When prompted - press **2** to listen to / review the newly recorded message
- If message OK (acceptable) after review - press **3** when prompted to update - and then confirm the update by pressing **1**
- If re-recording and further review of message is required - follow prompts
- Dial **0800 055 xxxx** and check (listen) that your 'Step 2' message has been inserted correctly





Sample Script for Step 2 Message

‘.....This is ABCX Airways

If you are calling regarding a possible incident to an ABCX Airways flight - please listen carefully to the following information.....:

At this time ABCX Airways is taking all possible measures to confirm the situation and to activate an incident telephone call centre for public use. This call centre will be open soon and will then be able to deal with your enquiry

*Please call back on this same number (that is - 0800 055 xxxx) around every 15 minutes until you hear a **different** message - advising callers that the ABCX Airways incident telephone call centre is open and ready to receive calls*

*Please make sure that you have pen and paper available at that time in order to write down the incident call centre telephone numbers which will be included in that **different** message. You will then need to end your call and re-dial any of the incident telephone call centre numbers provided in that **different** message*

*In the meantime please monitor TV, radio and internet news channels - together with the ABCX Airways Website (and ABCX Airways TWITTER [if available] and FACEBOOK [if available] etc. sites) - to double check whether or not you believe that you might **still** have an interest in this possible incident. If it is clear to you that you no longer have any such interest - please do not (repeat - do not) call ABCX Airways again on any numbers given in this or any other related message(s)*

*If you are a member of the **media** - please refer to the ABCX Airways website for the latest press releases and other pertinent information. Please do not (**repeat** - do not) use any telephone numbers reserved for use by the public*

*To listen to this message again press **x** on your telephone touch tone keypad*

Note from author of this guideline / template

The above is admittedly a long telephone message to listen to - particularly considering when it will be used.

However, considerable thought and years of emergency response experience have gone into this - and it is considered that nothing covered in the message can be excluded without the very real risk of causing confusion to callers (and thus further problems for the airline 'down the line')

However, there are almost certainly different methods of expressing the above message - very possibly in clearer and shorter ways than that used by the author

In other words, feel free to rewrite the message as you think best - **BUT** think very carefully before excluding any essential information

Same applies to the **next** script shown further below (next page)





Step 3 - record the message below (script shown at bottom of page) which will prompt redirected callers from the ABCX Airways Customer Services Call Centre (as per steps 1 and 2 & sample script on previous page) - to redial the WECC (BUT - only once latter has advised the airline that it is ready to receive calls)

NB - Do **NOT** do this until confirmation has been received from the airline Crisis Management Centre that the **WECC has been activated and is ready to receive calls on behalf of the airline**

- Dial 0845 850 xxxx and enter service code 00001234
- When prompted enter PIN 765432
- When prompted select message number 1
- When prompted select 1 (to record a new message)
- Record new message by following the instructions (see sample script below)
- Press 'square' (hash [#]) when recorded message complete
- When prompted - press 2 to listen to the newly recorded message
- If message OK after review - press 3 when prompted to update - and then confirm the update by pressing 1
- If re-recording and further review of message is required - follow prompts
- Dial 0800 055 xxxx & check (listen) that your message has been updated correctly

Note - by completing this Step 3 you will be deleting the **Step 2** message (previous page) and **replacing** it with this **Step 3** message (see below)

Sample Script for **Step 3** Message

'.....This is ABCX Airways

If your call is about the incident to ABCX Airways Flight (insert flight number) from (insert departure airport) to (insert intended destination airport) - scheduled to depart (insert departure airport) at (insert scheduled time of departure in local time) on (insert scheduled date of departure - local date) - please listen carefully to the following options and take the appropriate course of action

If you believe that you may be family or a relative or friend of a person or persons whom you have good reason to believe might have been on board this incident flight - please redial (insert the full WECC telephone number(s) here) now for further assistance

*Note that this / these contact numbers are strictly for the use of concerned family, relatives and friends - and must **not** be used by the media or general public*

*If you **are** a member of the media or general public - please refer to the ABCX website for the latest press releases and other pertinent information. Please do not (**repeat** - do not) use any telephone numbers reserved for use by potentially involved family, relatives and friends, including this telephone number*

To listen to this message again press 'x' on your telephone touchtone keypad.....'





Notes:

1. Do not delay recording and activating the above Step 3 message due to lack of information. As new information becomes available to you - just keep re-recording (updating) the message as per Step 3 procedure
2. When inserting (recording) the WECC telephone contact number(s) into the script - ensure that it / they are clearly expressed in a 'telephone number' format that can be readily and easily recognised and used..... firstly from UK and secondly - from anywhere else in the world e.g. by *Country Code / Area Code / Number etc*

The WECC is expected to provide ABCX Airways with a toll free number available for use within UK (e.g. '0800' type numbers) and also a 'normal' landline number which can be used from anywhere in the world, including UK. This latter number may not necessarily be a UK number

It is probable that the WECC *might* also be able to provide toll-free numbers from a limited number of *other* countries - specifically as related to the most prevalent nationality group(s) known (as applicable) to have been (or probably been) on board the incident flight

3. Where the incident involves *partner* (e.g. codeshare) and / or *alliance airline* (and / or similar) *customers travelling on an ABCX Airways crisis flight* - endeavour to indicate this information in the above script in whatever manner is considered to be most clear & appropriate - but '*keep it very simple and very brief*'





Attachment B to Section 2A

Crew List (GD) & Passenger List (Passenger Manifest) - Verification Procedure - General

GENERAL INFORMATION

Crew List (GD)

The 'accident etc.' airline will usually manage the simple and quick task of "verifying" an accident flight's **crew list** (typically contained in any particular passenger flight's 'General Declaration - GD' form) via its Operations Control & Crew Control departments at airline HQ - together with input from the airline's Station Manager / representative - at the station(s) / airport(s) of **last** departure of the accident flight

Once verified, this '**final**' version of the crew list should be passed without delay to the airline team centrally overseeing the entire (i.e. for crew and passengers) verification process i.e. typically to the airline's **Airports Department** (known in some airlines as 'ground operations') - **Crisis Support Unit 'duty person'** - operating from the airline's **Crisis Management Centre** (or other appropriate location e.g. his / her 'normal business' workstation) at airline HQ

Note - Take care to account for any last minute crew changes at the accident flight's * station(s) (airport[s]) of last departure (e.g. due sickness, probably known to local station staff [typically Station Manager / Ground Handling Agent etc.] - but which may [e.g. due to human error] have not been passed on to airline HQ)

Also ensure that any persons who might have been seated on cockpit jump seats, cabin crew seats in the main cabin etc. (i.e. mainly certain authorised staff on duty travel - not able to take a normal passenger seat for whatever reason) are adequately accounted for

* The 'departure' airport for an aircraft's 'first flight of the day' also counts for this purpose of course

Passenger List (Passenger Manifest)

For 'professionally run / quality' airlines, the accident flight's passenger manifest (where one is required e.g. by legislation, regulation, best practice etc.) **will almost always be available** (typically quite quickly) - and will **almost always be very accurate**, but not necessarily 100% so. For other airlines, this may not be the case for a number of reasons. Lastly, circumstances beyond any airline's control might lead to a passenger manifest not being available at all or, if available, not being quickly accessible; not being accurate etc.

Assuming that ABCX Airways fits into the former (first) category above, it will be necessary to **further** check (verify / reconcile / confirm) the most accurate passenger manifest list available (however it might have been produced / obtained), in order to make it as close to '100% accurate and complete', as possible

This process / procedure is widely known by the term '**Passenger Manifest Verification / Reconciliation / Confirmation (PMV)**' - and typically involves the use of **independent, corroborating** information to further enhance the accuracy of said manifest. There are several ways of achieving this, generally in combination (and as available of course):





Airlines Using 'Normal' Paper Tickets (Ticket Coupons) and Boarding Cards

'Pulled' Ticket Coupons

Collect the ticket coupons which will have been taken (pulled) from the accident flight's checked-in passenger tickets (i.e. as they checked-in) - and arrange them (by **last** name) in **alphabetical** order

Now check each pulled ticket coupon, one by one, and find the corresponding name on the **most accurate and current passenger manifest list available** (most passenger manifest lists show names alphabetically - by last name [surname or family name] - followed by first name[s] and / or initials)

If a coupon name matches a manifest name more or less exactly, then the latter may be considered to be **potentially** 'verified' and that particular person **potentially** 'assumed' to have been actually on board the accident flight aircraft - unless there is reasonable evidence to believe otherwise. This potential verification is then combined with **other forms** of potential verification using different sources - if available (e.g. boarding card information) - to eventually further confirm (strengthen the reliability of) the verification

Repeat the process for all remaining coupons. As batches (e.g. 10 at a time) of names are verified, pass on this information without delay to the accident airline HQ's Crisis Management Centre by telephone, backed up by Email, FAX, SITA message etc.

At the end of the procedure, list any names on the manifest which were **unable** to be potentially verified, for whatever reason (but give the reason if possible e.g. conflicting spellings / gender; missing etc.). Try again (one more time) to make a match with these remaining, unverified names. Finally, pass the list of any remaining 'unverified names' to the airline HQ's Crisis Management Centre by telephone, backed up by Email, FAX, SITA message etc.

Note - It is acknowledged here that very few airlines still use ticket coupons during normal operations. The information provided above will be removed when the world-wide use of ticket coupons ceases

Boarding Cards

Carry out a similar process to that described above for ticket coupons - but this time using the airline retained portion of boarding cards

Note - A portion of the 'old fashioned' boarding card is typically retained by the airline as the passenger leaves the departure gate to board the aircraft. The other portion (stub) is retained by the passenger for presentation to the cabin crew on entering the aircraft. Alternatively, the complete boarding card can be fed by gate staff into an automated 'gate reader' which sends 'boarded' information to the airline's **DCS** (Departure Control System) - where it is used to compile the **boarded** passenger list for the flight. A later variation involves scanning of a bar code on the boarding card. In such cases the boarded passenger list can generally be assumed to be the **most accurate and current passenger list available at that particular point in time**

E Tickets

Boarding cards may still be issued for customers checking-in with **E Tickets** - therefore, the 'boarding card' process already described just above might be followed. More commonly today the E ticket itself (as printed by the passenger - typically after receipt via the internet) now serves as the boarding card, with the E ticket bar-code being scanned on boarding, as similarly described above





Furthermore, it is now possible to have an E Ticket (including integrated boarding pass) stored e.g. on personal, mobile electronic devices such as smart phones etc. This 'electronic' information is 'read' on check-in, on boarding etc. - and updated again once the flight departs

Additionally, the computer system storing all such E Ticket data is typically **updated** (by the associated **D**eparture **C**ontrol **S**ystem) **at each stage** of the process of getting the customer through the airport and into the air i.e. after check-in; after boarding and after the aircraft has actually departed (flown) ←

Therefore, this latter data must also be obtained and used as an integral part of the verification cross-checking process - where appropriate. In fact, in the circumstances describe above, the 'flown' passenger list may effectively be regarded as being almost 100% confirmed / verified by default **BUT** - as human error can never adequately be accounted for - corroborating measures should still be used as described herein

Note - the 'boarded' passenger list and the 'flown' passenger list **will be the same** unless a passenger subsequently leaves the aircraft after boarding has taken place - but before take-off (rare but possible). In such circumstances the 'flown' passenger list should have been corrected / updated accordingly - but the risk here is that this might not be done - almost always associated with some form of 'human error'

Additions, Deletions and other Changes

Ensure that any '**additions and / or deletions list - ADL**' and '**last minute change - LMC**' type info (if any) concerning all on board has been collected and accounted for when conducting the verification process. Human error is again the danger here as any actual additions, deletions or other changes may not have been recorded and / or been recorded inaccurately (usually inadvertently)

Accordingly, it will typically be necessary to directly contact all appropriate persons involved with the complete check-in and boarding process for an accident flight, to try to confirm with them that all actual additions, deletions or other changes (if any) were accounted for, in the required manner

Other Sources of Corroborating Information / Data

Includes 'loyalty scheme' (frequent flyer) type records, Advance Passenger Information - API / APIS (security) type data, immigration records, reservation (ticket booking [PNR]) records, Information subsequently (post-accident) provided by family, relatives and friends associated with accident flight's passengers etc. (This list is not exhaustive)

No Passenger Manifest Available

Sometimes (rarely) no passenger manifest will be available. There are a number of reasons (not expanded upon here) why this might be so. Accordingly, PMV procedure is going to be much more difficult (impossible in some circumstances) to apply effectively and efficiently. Nevertheless, there will usually be some form of corroborating information (as to who was on board) available 'somewhere' and, circumstances permitting - same must still be sought and used





WHY VERIFY?

Apart from the obvious 'humanitarian' reason for requiring the most accurate list available of all persons on board e.g. a catastrophic aircraft accident flight (and also for legal / quasi-legal and 'best practice' purposes in some jurisdictions e.g. Australia, Brazil, European Union, UAE, USA etc.) - some airlines use the PMV status / results to guide what information might be provided to enquiring family, relatives and friends (FR who, by definition, had not been on board an associated accident flight) - primarily regarding (in the first instance) whether or not the person(s) (potential victim[s]) being enquired about is / are believed to have been on board the accident flight concerned

For example, if a name being enquired about appears on an **unverified** passenger list - a typical airline response to enquiring FR might be:

*'..... The **name** of the person you are enquiring about appears on the passenger list for this flight - but this does not necessarily mean that this person was actually on board the flight. We are checking further on this matter and will contact you immediately we have more information*

For example, if a name being enquired about appears on a **verified** passenger list the airline response might typically be:

*'..... To the best of our belief the **person** you are enquiring about was on board this flight. We are checking further to try to obtain further confirmation of this, together with finding out the condition and location of this person, if appropriate. We will contact you immediately we have more information*

LOCATIONS at which PMV TASK should be PERFORMED

Accident Flight's Station(s) / (Airport[s]) of Last Departure

For passenger airlines still using paper-type boarding cards (whether individual cards or as an integral part of a paper E Ticket) and (rarely today) paper ticket coupons - the PMV is typically best conducted at the station(s) (airport[s]) of last departure of the accident flight, as this is where such corroborating 'paper' documentation is typically stored - until such time as it might be routinely forwarded to airline HQ and / or destroyed

It is also likely that such station(s) (airport[s]) has / have access to associated loyalty scheme and API / APIS data (and, if not, the latter two can probably be relatively easily / quickly obtained from airline HQ). PNRs, Immigration Records, ADLs and LMCs might similarly be locally available - as appropriate

For multi-sector flights (e.g. airports A to B to C etc. - typically operated under the same flight number) **ALL** appropriate departure stations (airport[s]) will need to carry out their own, individual part / portion of the overall PMV process. ***This entire process MUST be centrally overseen and co-ordinated by the appropriate staff (e.g. from airport services / ground ops) at airline HQ***

The main disadvantage of the above system relates to a potential lack of manpower at station (airport) level e.g. in terms of availability, appropriate training / exercising / knowledge, facilities etc.





Airline HQ

For passenger airlines operating what might be termed 'ticketless' operations - it is typically more advantageous to perform the PMV at airline HQ location itself - as the vast majority of corroborating (usually 'electronic') data should already be available here. The small amount of associated data which might not be centrally held is often (but not always) capable of being quickly obtained - provided the associated processes / procedures are already in place

The main advantage of this option typically (but not always) relates to the adequate provision of appropriately trained and exercised manpower at airline HQ

ABCX Airways - PAX MANIFEST & CREW LIST VERIFICATION - a suggested PROCEDURE

For associated checklist - see page 49

Passenger Manifest

1. A **verified** passenger manifest for the 'accident flight' should be made available to the Crisis Management Centre (CMC) at airline HQ, **within a target time of 1.5 hours** (or sooner) of the time that associated **initial** crisis notification was made to that airline. This verified manifest is to be forwarded by the CMC, in turn & without delay, to the airline's Emergency (Telephone) Call Centre facility and other pre-defined recipients
2. All Airports (Ground Ops) Crisis Support Unit (CSU) staff at airline HQ plus all airline Station Airports Services (Traffic / Ramp / Terminal etc.) staff (including GHAs [Airline Representatives] & others TBA) - **shall be pre-trained and exercised in the PMV task**. The training (initial and recurrent) and exercising process shall be overseen by the Airports CSU at airline HQ. Documented records of training and exercising shall be maintained
3. As the PMV task progresses, the person in charge locally (usually at accident flight's station[s] of last departure) shall regularly contact the Airports CSU rep at e.g. 20-30 minute intervals (via departure Station's own 'airline' local accident control centre [LACC] if required), to advise of those passenger names for which it was not possible to make verification - **up to that specific point / time in the PMV process**. For each and every one of these contacts with Airports CSU at airline HQ - be sure to advise the latter of the last name on the manifest, which has been reached so far (up to that point) in the process
4. Plans must be in place to also verify crew and other personnel who may **not** show by name (for whatever reason e.g. **typically due human error**) on any of the Passenger Manifest, the General Declaration (Crew List) or any other related documentation such as ADLs (Addition / Deletion Lists); LMCs (Last Minute Changes); PNRs etc. Be **very careful** to account for everyone possible - e.g. Jump Seat passenger(s); Duty (Business) Travel passenger(s); Positioning crew & engineers; Interline passengers; Persons accompanying human remains; Unaccompanied Minors, Infants etc.
5. Where applicable, suitable and appropriate, procedures **must also** be in place to verify those parts of a passenger manifest where the equivalent of 'boarding cards' have been pre-issued as an integral part of an E ticket - whether in paper and / or electronic (digital) formats





IMPORTANT: It is imperative that any accident flight be “PD’d” (i.e. standard airline **Post Departure** procedure enacted / completed) immediately upon notification of the accident to the **Station(s) of last departure** for the accident flight (i.e. **if** PD procedure **not** already enacted). This action should ensure that all departure messages concerning the accident flight have been / will be transmitted (including transmission of load messages etc.). The ‘PD’ task is to be completed by the appropriate traffic / ramp staff from the airline concerned and / or the GHA representing that airline

Airports (Ground Ops) **CSU at airline HQ** shall make appropriate arrangements for Station Managers and GHAs to include this latter requirement (PD procedure enacted) in their own local (station) emergency response procedures for ABCX Airways

Crew List (General Declaration)

The 24H Operations Control Centre Duty Manager at airline HQ should accomplish the **crew** verification task by working with the airline HQ’s crewing department. The task is very simple and quick - merely requiring ‘Crew Control’ to confirm or amend the crew names on the related ‘Crew List / General Declaration’ - in order to reflect accurately the crew which **actually** manned the accident flight. The verified crew list is then to be forwarded to the **CMC** at airline HQ without delay

The station(s) of last departure of the accident flight must also be consulted in this process to ensure that any crew change information which **might be known only to that station(s)** is accounted for e.g. last minute cabin crew change at the station due sickness - but where this information had **not** been passed on (for whatever reason - typically human error) to airline HQ

FURTHER READING

For a significantly more in-depth look at how the PMV process can impact (beneficially and adversely) on accident victims and their * associated (not directly involved) family, relatives & friends - follow the below link:

* Note - the term ‘associated (not directly involved) family, relatives and friends’ as used above - refers to the family, relatives and friends (of accident victims) who were **not** travelling on board the accident flight

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

When the webpage opens, scroll down the list of information articles displayed until you get to the one entitled:

* Information Article - **Guidance for Victims & Families etc.** - following a Catastrophic Aircraft Accident i.e. ‘What Happens Now’???

Click on the article to open it - and then find and read **Section 11** entitled:

Who was actually on board the accident aircraft?





CHECKLIST - **Passenger Manifest Verification / Reconciliation / Confirmation Task - PMV**

- This checklist is targeted for completion within 90 minutes **or sooner** of initial crisis notification to accident flight's '**station(s) of last departure**' - and / or other appropriate station / location
- State **here** (by title[s]) who will potentially be assigned to oversee and / or carry out **this** checklist
- **IMPORTANT** - read the PMV 'important notes' (page 52) **before** starting this checklist i.e. **NOW**

	Action	☑ ?
1	<p>Contact the person managing the Departure Control System for ABCX Airways at your station (airport) (insert title & contact details here xxxxxxxx / yyyyyyy) and request him / her to prepare to 'lock out / spike / freeze' (i.e. deny access to) all accident flight related DCS information - when so instructed (by yourself / other appropriate [authorised] person)</p> <p>(Briefly describe here (and / or attach an associated cross-reference) the process for how this is to be done and who (primary & backup persons by title & contact) will carry it out - xxxxxxxx)</p>	
2	<p>Print 2 x 'final / flown' (i.e. the most accurate & latest available) Passenger (PAX) Manifests / Lists for the accident flight - (ideally in alphabetical order - surname [last name] first)</p> <p><i>Note: such passenger manifests / lists may be provided in various formats e.g. ranging from E-ticket reports to handwritten documents - depending on the agencies / systems involved</i></p>	
3	<p>Ask another member of staff / whoever (if available - otherwise do it yourself) to print a further 10 x 'final / flown' PAX manifest / lists as follows:</p> <ul style="list-style-type: none"> ▪ 5 in alphabetical order (see checklist item 2. above) ▪ 3 in seat number order (if available / possible) ▪ 2 in boarding sequence (security) number order (if available / possible) 	
4	<p>Arrange with reservations / ticket desk agent / whoever (insert contact details here - xxxxxxxx) to print 5 copies of the final / latest booked pax manifest / list from the computer reservation system (CRS [GDS]) used for the accident flight - and to then 'lock out / spike / freeze / inhibit' the accident flight's records (within that CRS / GDS)</p>	
5	<p>Ask same person (as per 4 above) to check for any 3rd party (e.g. codeshare / alliance) pax on the accident flight. * (If there are, ask that he / she takes immediate action to obtain an accurate & current booked / flown / final manifest(s) / similar for all such pax (e.g. from own records; from the 3rd party or its rep[s]) and that same be clearly labelled etc. as belonging to the 3rd party / parties. (* Seek assistance with this from all & any appropriate persons - as required)</p>	
6	<p>Retrieve all 'pulled' paper coupons (tickets) for the accident flight (if any) - and print-off 2 x copies of the associated 'checked-in' passenger manifest (if available)</p>	
7	<p>Retrieve all pulled boarding cards stubs and / or 'gate reader' records for accident flight</p>	
8	<p>Instruct DCS person to 'lock-out / spike / freeze / inhibit' accident flight's details in DCS</p>	
9	<p>Make arrangements to obtain (ASAP) all other available information which might assist with the PMV task (e.g. Loyalty Scheme records; APIS info; Immigration records; PNRs etc.)</p>	





10	(If not already there) - Proceed as quickly as possible to the ABCX Airways LACC (Local Accident Control Centre) or other appropriate 'quiet' location - taking all appropriate documentation /paperwork with you. Start the pax manifest verification process (insert LACC / other details (location and contacts) here - xxxxxxxx)	
11	Alphabetically sort ticket coupons & boarding card stubs (by last name / family name etc.)	
12	Transfer names from the 'final / flown' (most current and accurate) pax manifest / list available to you - to the Manifest Reconciliation Sheet - in groups of 10 (see <i>next</i> page)	
13	Using the Manifest Reconciliation Sheet - complete the following actions for each name within each group of 10 - as appropriate (Pay particular attention to name spellings and other 'corroborating info - to try to ensure that the correct person is checked): <ol style="list-style-type: none"> 1) Try to locate the appropriate name on the checked-in passenger manifest and (if there) tick the associated 'checked-in' column box - indicating that the name was checked-in for the flight 2) Try to locate the pulled ticket coupon for the same name and (if there) tick the associated 'coupon' column box. If there is no coupon for the name because an E-ticket was issued, write 'E Ticket' instead in the coupon column 3) Try to locate the boarding card stub / gate reader record for the same name & (if there) tick the associated 'boarding card' column box. If an E Ticket had been used as a boarding card, write 'E Ticket' instead in the boarding card column 4) Try to locate the same name on the Reservations System PNR / PNL lists and (if there) tick the associated 'RES System' (PNR / PNL) column box 5) Try to locate the same name on any other corroborating information available e.g. Loyalty Scheme records; APIS info etc. - and (if there) tick the associated 'other' column box and also specify the information source 	
14	Using info from 13 above - use experience, logic, common-sense etc. to decide if each name is to be considered verified or not. If in doubt consider the name to be unverified	
15	When the 10 names within each group have been verified or otherwise - forward a copy of that specific Manifest Reconciliation Sheet to the local Controller - LACC who shall, in turn, pass on same e.g. by telephone, fax, email etc. to CMC Airports Desk at airline HQ (insert here all contact details for the CMC Airports Desk at airline HQ - xxxxxxxx)	
16	Repeat procedure detailed above (items 13 to 15) until all names on the flight have been verified or otherwise (Note - each time the 'copy' Manifest Reconciliation Sheet is passed to Controller - LACC (with a new batch of 10 names added) - ensure that a suitable system is used to clearly indicate which are the 10 new names. Also ensure that the number sequence on each such sheet is logically correct e.g. sheet 2 = names 11-20; sheet 3 = names 21-30 etc.	
17	As soon as the above has been completed for all passenger names , deliver all the completed paperwork, coupons, boarding cards etc. to the Controller - LACC	
END		





Passenger Manifest Verification (PMV) / Reconciliation Form **Sheet 1** (EXAMPLE)

Flight No: From: To: STD (GMT): A/C Type / No of Seats:

PAX No.	Surname (Last Name)	First Name(s)	M/F/C/I	Boarding Sequence No.	Seat No.	Tick or cross when cross-checked against below records					Verified?
						Checked-in	Coupon	Boarding Card	RES System (PNR/PNL)	Other (Specify e.g. APIS; Frequent Flyer etc.)	
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

EXAMPLE ONLY

1	Samuels	Peter	M	156	20A	✓	E-ticket	✓	✓	Frequent Flyer	YES
2	Smith	A / Mr (NFD)	M	157	20B	✓	✓	✓	✓		YES
3	Smith	M / Mrs (NFD)	F	158	20C	✓	✗	✗	✓		?
4	Thomason	Charlotte	F	159	22E	✓	✓	✓	✓	APIS	YES
5	Thomason	John	M	✗	22F	✗	✗	✗	✓		NO?

NFD = No further details available

RETURN ALL **COMPLETED** FORMS (i.e. 10 names at a time) TO LOCAL AIRLINE LACC **IMMEDIATELY** - for onward transmission to airline HQ Crisis Management Centre





PMV - Important Notes:

* You will typically carry out a PMV if yours is the accident flight's **departure** station(s)

Note 1 - If more than one '**up-line**' departure station is involved (e.g. a multi-sector flight such as airports **A** to **B** to **C** etc. - all operating under the same flight number)] - **each** station will need to carry out its own **particular** part of the overall PMV task. This latter should be carefully co-ordinated & overseen **centrally** by the appropriate 'airports [ground ops] department' expert staff at airline HQ

Note 2 - For pax airlines using '**ticketless ops**' - the PMV is typically actioned at **airline HQ** itself - as most (associated / corroborating) 'electronic' data will already be available there. Data not held centrally is expected to be obtainable reasonably quickly - provided the associated processes are **already** in place)

* If the accident airline operates a '**frequent flyer**' (loyalty scheme) system, obtain (from wherever) the accident flight's associated records for use as a corroborating / info 'tool' in the PMV process

* If **APIS** related data has been collected for the accident flight, obtain (from wherever) such data and use them as a corroborating / info 'tool' in the PMV process

* Obtain / use any other forms / records / info available to assist in the PMV process e.g. **immigration** records, **reservation** system records (**P**assenger **N**ame **R**ecords etc.), **ticket desk** bookings, **travel shop** / agent bookings (hard and soft copy) etc.

* Ensure that any 'addition/deletion' (**ADL**) & 'last minute changes' (**LMC**) type information re potential persons on board the accident flight has been collected / accounted for, when conducting the PMV process. (Human error is the danger here as any actual ADLs, LMCs or other changes made, may not have been recorded (almost certainly inadvertently). Accordingly, it will be necessary to directly contact all appropriate persons involved with the complete check-in and boarding process for the accident flight - to confirm that all actual ADLs and / or LMCs (if any) were accounted for. This must include positioning crew and engineers etc. + any other duty travellers who may have been seated on cockpit or cabin jump seats)

* **IMPORTANT** Do not wait until **all** names on the passenger manifest have been checked before forwarding the required information on to airline HQ - instead, forward (typically 10 names at a time) as the verification process progresses

* Verify the accident flight's **operating crew** by requesting the Operations Duty Manager (ODM) **at airline HQ** to complete this task in conjunction with the airline's Crewing section **and** the accident flight's departure station(s). Request that ODM passes the result of the crew verification check both to you (the person in overall charge of the PMV process) and also to the CMC at airline HQ

* If PMV is not complete within 60-90 minutes of starting, someone from airline HQ CMC should make contact with the person in charge of the PMV process / whoever to enquire about progress and to offer any advice / assistance

* By law and for flight operations into or over **United States of America** territory - the **verified** passenger list (if such exists) must be made available to appropriate US authorities **within 3 hours** of accident notification to the accident airline. The same applies within **European Union countries** (law for EU carriers and 'best practice' for others) - excepting that the time limit is now **within 2 hours** of accident notification to the airline. Similar applies in a small number of other countries





Supplement to Attachment B to Section 2B:

PNL (Passenger Name List) + ADL (Additions & Deletions List) + Use of E Tickets

Note: The below relates to the PMV task, post major air accident - and is provided for information / explanatory purposes, in order to add some additional context & understanding to / of the task

Separate CRS and DCS

Use of the **PNL** and associated **ADLs** is the 'means' by which an airline's **Computer Reservations System (CRS)** typically 'sends and updates' a list of passengers (to be checked-in for any particular flight) to the airline's **separately hosted Departure Control ['check-in'] System (DCS)**

The 'first try' PNL is sent to all appropriate recipients - and is then updated as required by use of ADLs - sent at regular intervals and / or in real time - in order e.g. to add and remove names; change booking details etc.

Commonly Hosted CRS and DCS

Where the **CRS** and **DCS** systems are co-hosted - the latter tends to have a more effective, efficient and expeditious 'working relationship' with the former - albeit 'electronically'

However, and in theory at least, if PNL and ADL information is 'sent' in a timely manner along reliable 'lines of communication', an externally hosted (separate and 'good quality') **DCS** system should be equally capable of receiving, storing and using the information required, when required - and there should be no 'reduction of service'

E-tickets

Where appropriate, the **DCS** system also needs to 'interact' with the airline's **e-ticket** servers during the passenger check-in process. There are typically 2 ways of doing this:

Control Method

At the time that the 'flight is created' in the **DCS** (normally 2 or 3 days prior to departure date) - it (the **DCS** system) 'collates' the **e-ticket** numbers list received (as associated with all known passengers for the particular flight **at that time**) - and then 'sends a message' to the appropriate **e-ticket server** to the effect that the **DCS** is "**taking airport control**" of the **e-tickets**. Each **e-ticket** is then flagged as "**A**" i.e. 'under airport control'

ADLs are then fed into the **DCS** (from the **e-ticket server**) as required. When the flight has departed (and for each **boarded** passenger) the **DCS** system will send an update to the **e-ticket server**, to flag each individual e-ticket record as "**F**" i.e. 'flown'

Interactive Method

As each passenger **checks-in**, the **DCS** sends a message to the **e-ticket server** to update the particular passenger's record status to "**C**" for 'checked in'





Later, when the passenger **boards**, a DCS message is sent to the e-ticket server to update the coupon status to "L" = 'lifted'. When the flight **departs**, the DCS will send a final message to the e-ticket server to update the coupon status to "F" for 'flown'

Whether or not the DCS is integrated within the same host as the CRS and / or e-ticket server is irrelevant - as industry standard real-time messaging is used to perform the updates, and so will work essentially the same way for both integrated & external DCS systems

Note to readers from author of this information article:

'..... if you are willing and able to do so, please pass on any corrections / updates (where necessary) to me - for information contained in the above Supplement 1

Please forward via email to:

info@aviation-erp.com

Thank you in anticipation!





© AERPS / (A H Williams) 2007 to 2020 - some rights reserved

Deliberately Blank





Attachment C to Section 2A

Accident / Incident (Notification / Information) **Message** - to be provided by ABCX Airways to WECC

TO BE COMPLETED BY AIRLINE (CMC WECC Liaison Person) & emailed / FAXED to WECC ASAP at:

Insert all appropriate WECC contact information here xxxxxxxx

However, where circumstances so dictate - this message may be passed by telephone - and followed up as soon as is convenient in writing - via email or FAX

Circle or otherwise 'highlight' the appropriate box below. If an update report - enter the appropriate update reference number & complete the date / time box:

THIS IS THE **INITIAL** (FIRST) INCIDENT REPORT **OR**

THIS IS AN **UPDATE** ACCIDENT / INCIDENT MESSAGE FOR:

(INSERT APPROPRIATE DATE / TIME (GMT / UTC) + UPDATE REF NUMBER HERE)

Note - For 'update' reports it is suggested that only missing or changed / updated information (compared to the previous version) is included. However, this should be explained accordingly (and clearly) to the recipient(s) of said missing or changed / updated info - so that there is no risk of confusion

Do not wait for all items to be completed before sending - missing information can be sent later





FLIGHT INFORMATION: Note - all info provided below shall be as related to the **accident / incident** flight

Airline Name:

Full name + 3 & 4 letter codes of last departure airport - being at or before occurrence location:

Flight number:

Type of flight: (e.g. international OR domestic + scheduled, charter, lease, cargo etc.)

Scheduled + actual departure date(s) (local dates):

Scheduled + actual departure times (local times):

Full name + 3 & 4 letter code of next destination airport - being at or after occurrence location:

Scheduled + actual arrival date(s) (local dates):

Scheduled + actual arrival times (local times):

Time difference (as relative to GMT / UTC) at accident location; at airport of last departure and at destination airport

If a multi-sector flight - provide very brief details here of entire route *e.g. from A to B to C etc.*
(Provide airport names in full + 3 & 4 letter airport codes. Also include scheduled & actual flight dates + associated STDs, ATDs, STAs & ATAs - **except for the occurrence sector** (latter *already* provided above))

Continue on separate page if necessary - but ensure that all separate pages are attached to parent page

Note: 3 letter code = IATA / 4 letter code = ICAO





DETAILS of PERSON REPORTING OCCURRENCE:

Name:

Airline / Company Name:

Title / Position:

Phone Number(s): (Best numbers to contact - include **at least** one reliable landline and one reliable mobile / cell phone contact - both being available 24H)

E Mail:

FAX:

Full Airline *Operations Control Centre* (OCC) & *Crisis Management Centre* (CMC) contact details:

OCC: Insert **all** appropriate contact information here xxxxxxxx

CMC: Insert **all** appropriate contact information here xxxxxxxx





OCCURRENCE LOCATION:

Location name (If applicable):

Direction & distance of location from a distinctive geographical feature:

Latitude & Longitude of location:

Location / site - main telephone number(s) / other contact information (If available / applicable):

BRIEF (plain language) DESCRIPTION of OCCURRENCE:





(Occurrence) **AIRCRAFT INFORMATION:**

Manufacturer

Type / Model

Registration

Country (State) of Registration

Country (State) of Operator

Any other markings - e.g. Serial Number

Maximum Passenger Seating Capacity

Actual Seating Configuration

Age (to nearest year)

Time in Service with ABCX Airways (to nearest year and month)





PROVIDE the FOLLOWING INFORMATION for:

FLIGHT CREW - List Full Names, Operating Positions, Nationalities, Dates of Birth & Next of Kin

CABIN CREW - List Full Names, Operating Positions, Nationalities, Dates of Birth & Next of Kin

OTHER AIRLINE STAFF & SIMILAR - KNOWN TO HAVE BEEN TRAVELLING ON THE INCIDENT FLIGHT

- List Full Names, Nationalities, Dates of Birth and Next of Kin

Continue on separate page if necessary - but **ensure** that all separate pages are safely attached to parent page





TOTAL VICTIM NUMBER on-board accident / incident aircraft (including crew):

(State if figures are accurate or estimated)

TOTAL NUMBER of ground victims directly affected by aircraft accident / incident (if any / if known):

(State if figures are accurate or estimated)

NUMBER of survivors - if known:

(State if figures are accurate or estimated)

Crew:

Passengers:

Ground Victims:

NUMBER of Injured - if known: (Specify **Life -Threatening** OR **Non - Life Threatening** injuries- if known)

(State if figures are accurate or estimated)

Crew

Passengers:

Ground Victims

NUMBER of Fatalities - if known:

(State if figures are accurate or estimated)

Crew

Passengers:

Ground Victims

NUMBER of Missing - if known:

(State if figures are accurate or estimated)

Crew

Passengers:

Ground Victims

Continue on separate page if necessary - but **ensure** that all separate pages are attached to parent page





Any other Relevant / Appropriate Information (which might be of use to the WECC):

For example - did the accident flight have **codeshare** and / or **alliance** and / or **similar** (e.g. charter / lease) category passengers on board (if so - provide details) etc.

For example - US citizens on all flights to / from / within USA **must** provide 'full name' and are also **requested** to give an emergency contact (name & telephone number) in case of accident / incident / similar. If such circumstances apply to the accident / incident flight - the gathered information should be provided to WECC (in addition to complying with any statutory / regulatory requirements)

For example - when / if information becomes available - notify WECC if any of the victims are a group(s) traveling together, related victims, passengers with a lap baby (infant without a seat assignment), positioning crew, staff travellers (including relatives on e.g. vacation travel) etc.

Has the crew list for the accident / incident flight been fully verified at this time? If not - at what date / time (UTC / GMT) is it anticipated that this (crew list verification) task will be completed??

Has the passenger list for the accident / incident flight been fully verified at this time? If not - at what date / time (UTC / GMT) is it anticipated that this (passenger list verification) task will be completed??

Upon completion of this report email and / or FAX it to WECC at -

Insert appropriate contact information here xxxxxxxx

Once this report has been sent, a hard copy must be made (by the airline) and secured with all other applicable accident/ incident flight documentation. Same applies to updates

Person completing this message to sign & date the hard copy version

Signature:

Date / Time Completed (UTC):

Attachment 1: Attach to this message a copy of the latest **crew list** for this flight

Attachment 2: Attach to this message a copy of the latest **passenger list** for this flight

Do not wait for all items to be completed before sending - missing information can be sent later





Attachment D1 to Section 2A

ABCX Airways **Modification to Standard WECC Procedures - *Inbound* & *Outbound*** (Notification)
Calls

ABCX Airways Required Procedure - **Inbound Calls** to WECC

1. Insert in this attachment D1 *any modifications contractually agreed* (between WES and ABCX Airways) to WES's standard operating procedures for **inbound** call operations **to** the WECC, when the latter is operating on behalf of the airline





Attachment D2 to Section 2A

ABCX Airways Required Procedure - **Outbound (Notification) Calls** made by / from WECC

2. Insert in this attachment D2 *any modifications contractually agreed* (between WES and ABCX Airways) to WES's standard operating procedures for **outbound** and / or **notification** call operations *from* the WECC, when the latter is operating on behalf of the airline
.....





Attachment D2 to Section 2A - *continued*

Procedures for WECC (*Outbound / Notification*) Calls - more information

1. An activated WECC will initially be **receiving inbound** calls (on behalf of its client airline) via its published toll-free and toll-paid numbers
2. Four things must typically be available / provided to the WECC as a minimum - **BEFORE** its staff can start **making outbound / return / notification** calls to accident victims' associated FR i.e.
 - ✓ **Victim's name** (including any aliases, nicknames etc.) after being confirmed (verified) as showing on the crew list (General Declaration) and / or passenger list (Passenger Manifest) and / or any other verifiable list e.g. as provided for ground victims
 - ✓ Full details of **who to call / contact** (preferably with relationship to associated victim(s) being known)
 - ✓ Full and correct **contact details** for 'who to call / contact'
 - ✓ What **information is to be provided** to the person called (plus, ideally, the caller should have the 'history' and details *of all other calls already taken from / made* to the person to be contacted - if any)

The middle two pieces of information required immediately above will typically come directly to the WECC as a result of FR having **already made inbound** calls *to* the WECC - and now waiting to be called back (*outbound / return call*) with information updates (notifications etc.), as appropriate

Additionally, *the airline* might typically have provided such information (to the WECC) - as might be known from its **own** information sources

3. The *outbound / return / notification* call process should commence as victim names are confirmed (verified) by the *airline* and details of same then made available to the WECC. This process **MUST not be delayed** pending confirmation of **ALL** victim names
4. The *airline* should use all possible sources at its disposal to obtain the appropriate information as intimated in paragraph 2 above (if not already available at / provided to WECC). Such (shorter term availability) sources typically include information obtained from: (the list is not exhaustive)
 - Information provided directly or indirectly by victims themselves:
 - e.g. directly by surviving victims completing a form, typically entitled 'Passenger / Victim Record Card (PRC / VRC)' in the airline world (but known e.g. to **UK Police** as a *'SURVIVOR / EVACUEE'* [missing person] form)
 - e.g. indirectly by reconciling a passport or similar photo ID document / item of information (i.e. complete with clear, relatively recent photograph) - with a **clearly identifiable** deceased victim or a hospitalised victim unable to communicate directly





- Other Emergency Call Centres also responding & sharing information e.g. UK Police Casualty Bureau; UK Foreign & Commonwealth Office; airline alliance / code share partners etc.
- Information provided directly or indirectly by FR and similar - generally by completing a form typically entitled something like 'Family, Relatives & Friends Enquiry Card (FEC)' in the airline world - (but known e.g. to **UK Police** as a '**MISPER**' [missing person] form)
- Passenger Name Record (PNR) - otherwise known as 'booking record' or 'record locator'
- Records & information provided by Travel Agent / Tour Operator / Customer Services etc.
- The entire 'Ticketing Process' - starting with e.g. high street travel shops; airline reservations system etc.
- Pulled Ticket Coupons / Boarding Card Stubs / E-ticket information
- Checked-in, Boarded & Flown (separate) passenger lists - including those related to internet only ticket bookings
- Frequent Flyer (Loyalty Scheme) Records (if appropriate)
- Security Type Data (APP / API / APIS etc.)
- Immigration, Customs and similar records
- Airline HR and similar Records (for crew, staff and similar passengers [e.g. families on staff / vacation travel])
- Embassies, Consulates etc.
- Local Telephone Directory Assistance
- Police and similar records
- Internet sourced material – particularly social media
- etc.

IMPORTANT NOTE (Ref Item **2.** on previous page)

Some (external / commercial) third party providers of ECC type services are 'reluctant' to provide information / notifications etc. to **valid** FR - where the latter is / are making the **very first call of all** (inbound call) to the ECC, and in circumstances **where the ECC is actually aware of information** (at the time of that specific [first] inbound call) **which is of relevance to that / those caller(s)**

This is because such ECCs prefer to use their **inbound** call facility to **gather** data **only** - and then use their (separate) **outbound** call facility to (subsequently [i.e. later]) provide information, notifications etc. - **even though such information, notification etc. was available** (to the ECC) **and could have been passed / made, during any earlier** (possibly much earlier) **inbound call(s) phase(s)**

The above is a significant waste of time and effort on the part of any such ECC and may also be interpreted by some as being at the very least 'unethical' - with regards to the needs and requirements of valid FR at this most vulnerable of times





Attachment E to Section 2A

Airline advice to WECC - regarding Contacts with / Notifications to FR - as made by the airline itself

Depending on crisis circumstances and the actions which 'valid' family, relatives and friends (FR) might take 'on the day', it is likely that the airline and / or airline related facilities will be contacted **directly** (in one way or another) by some FR via e.g. telephone calls, face to face etc.

The latter can occur at any airline (and / or airline representative) locations to which FR might have access e.g. airline or tour operator retail shops; airline airport check-in desks, ticket offices / desks - and even at the airline HQ facility itself etc.

It is possible that such FR might be provided (by the airline and / or representatives of the airline) with some or full information / notifications (concerning accident victims associated with the specific FR) - as typically authorised by policy emanating from and promulgated by the airline's Crisis Management Centre (but also possibly by mistake/in error). Such cases are likely to occur when:

- FR gather at any of the accident flight's departure, arrival or intermediate airports
- FR go to any other airline or airline related / provided facility
- FR call airline / airline related telephone numbers direct (i.e. they do not / will not call the WECC directly for whatever reason)

It is important that the WECC is promptly advised of all and any such contacts made as per above + any associated information provided (by the airline and similar) - so that duplicate WECC contacts do not occur - and / or that WECC can arrange for (further / follow-on) communications, notification(s), travel arrangements etc. - where so required

Note: The above assumes that the WECC is not yet open to take calls from FR - OR - (if the WECC *is* open for calls) that the FR have not yet / cannot / will not contact or otherwise communicate with the WECC

Checklist - Advice to WECC of an Airline made Contact / Notification

	Action	<input checked="" type="checkbox"/> ?
1.	<p>All airline (ABCX Airways) + related facilities (e.g. Ground Handling Agents; Code-share partners etc.) world-wide should be directed (via some form of appropriate Company / Group / Airline worldwide broadcast message or equivalent) - to forward all relevant FR contact information obtained - together with details of any 'information provided' (i.e. <i>where some type of information has actually been provided to FR by or on behalf of the airline</i> [i.e. not coming from the WECC]) - to the airline's Crisis Management Centre (CMC) WECC Liaison Desk - at airline HQ - by the quickest means possible</p> <p>CMC WECC telephone = + 44 (0) xxxx xxxxxx or + 44 (0) yyyy yyyyyy CMC FAX = + 44 (0) zzzz zzzzzz - or email wecccmc@abcxairways.com</p>	
2.	<p>The airline CMC WECC Liaison Desk person should, in turn, transfer any such data to the appropriate form (see next page) - and email or fax the completed document to the WECC at <i>Insert appropriate contact information here - xxxxxxxx</i></p>	





Advice to WECC of an *Airline Made* Contact / Notification - form to be completed by Airline / similar

Location and Local Date / Time where contact made

Local Time Zone of location above - relative to GMT / UTC (i.e. GMT plus or minus xx hours)

Name and / or title + full contact details of airline / other person who took the FR contact(s) and / or who made the notification / provided the information

Were the above FR(s) informed (notified) that the person(s) they were enquiring about was / were on the unconfirmed AND / OR confirmed (verified) passenger / crew / ground victim lists?

Circle One

YES / NO

If 'YES' - circle which list was referred to i.e. **UNCONFIRMED** OR **CONFIRMED** OR **BOTH**

Full Name(s) (+ any aliases, nicknames etc.), genders & ages of all **Victim(s)** being enquired about:

Full Name(s) (+ any aliases, nicknames etc.), genders & ages of **Enquiring FR(s)**:

Relationship of **Enquiring FR(s)** to associated **Victim(s)**: (make it clear who is associated with whom here)

Language(s) spoken, religion, culture & any other useful information regarding **Enquiring FR(s)**:

Enquiring FR(s) - full Contact Details including *Telephone Number(s), email, Postal Address etc.

* Telephone numbers to include country and area code. Address is to include post or zip code
Continue on separate sheet if necessary & attach securely to this parent form





Include any other appropriate information known about the **Enquiring FR(s)**?

Did the airline provide any **other** (additional) information to **Enquiring FR(s)**?

Circle One

YES / NO

If 'yes' - briefly summarise below the additional information provided

Record here anything else of significance

When complete Email / FAX to WECC - *insert appropriate contact information here xxxxxxxx*





Attachment F to Section 2A

WECC Request for '*one-off*' *Changes* to declared ABCX Airways FR Travel Policy

The boxed information immediately below includes an extract from the ABCX Airways - Crisis Director's catastrophic aircraft accident checklist:

- *Establish / reconfirm airline **policy** for flying in victim associated 'family / relatives / friends - FR' to (or as close as practicable and possible to) accident location e.g. how many to fly in?*

Note: Default airline policy permits a maximum of 4 persons per single victim OR 8 per victim 'family group' [where the latter were travelling together on the accident flight]. ABCX Airways Crisis Director can increase these figures by up to 50%, at his / her discretion - 'on the day'

- *Confirm / re-confirm this policy ASAP with the WECC Manager (and all other relevant parties) via CMC WECC Liaison Desk and CMC Crisis Communications Team*

Note: It will sometimes **not** be prudent (or even possible) to fly in FR to certain "accident sites / airports nearest", due e.g. to exceptional / severe constraints on supporting infrastructure e.g. shortage of accommodation, 'hostile' conditions (natural or man-made) etc.

The current agreement between ABCX Airways & WES authorises (as per the 'policy' cross-referred to in the above box) the WECC to arrange crisis related FR travel (usually to [or near to] the accident site location) for a specific, maximum number of FR per accident victim or victim group (a family travelling together on the accident flight is an example of the latter) - typically **without** the WECC firstly needing to **pre-notify** the airline of same, for the purpose of such authorisation

Should FR **request travel for more persons than the airline's pre-authorised maximum** as documented above - the WECC will firstly request airline approval to do so (by providing the airline with the details of the requested change[s] to the policy)

The airline will then approve (or decline) the request and advise WECC accordingly

The airline **checklist** for '*FR Travel Policy Change Requests*' is shown on the **next** page





ABCX Airways - Consideration of FR Travel Policy Changes - Checklist

	Action	☑ ?
1.	WECC will provide ABCX Airways with appropriate, written details of each FR / FR Group - for which a travel policy change is requested. This will be accomplished (where possible) in a timely manner, on each such occasion	
2.	The airline will approve, deny or revise the requested change and notify WECC accordingly. Again, this will be accomplished in a timely manner on each occasion <i>Insert appropriate WECC contact information here - xxxxxxxx</i>	
3.	The airline shall communicate and co-ordinate any issues or questions re the above via telephone i.e. directly with the WECC Manager - at <i>Insert appropriate contact information here - xxxxxxxx</i>	





Attachment G to Section 2A

UK Police - Casualty Bureau (CB) & UK Government FCO - Contact Information

UK Police Casualty Bureau - Contact Information

Information provided for the **main** CBs only i.e. London **LGW** (Sussex Police - Hastings); London **LHR** (Metropolitan Police - Hendon); Birmingham **BHX** (West Midlands Police - Birmingham City); Manchester **MAN** (Greater Manchester Police - Manchester City); Glasgow **GLA** (Strathclyde Police - near Glasgow City)

MAIN CASUALTY BUREAUX	Sussex (LGW)	TBA
	MET (LHR)	TBA
	W. Midlands (BHX)	TBA
	GMP (MAN)	TBA
	Strathclyde (GLA)	TBA

Note - the contacts provided above are those used during 'normal operations.' Dedicated contact info will be provided & promulgated 'on the day' for actual crisis response operations - if a Casualty Bureau is activated

UK Foreign & Commonwealth Office (FCO) - Contact Information

Consular Crisis Group (FCO Crisis Centre) **0207 008 1500 24H** (ask for 'global response centre')

Note 1 - Checklists for ABCX Airways person(s) nominated to attend the 'appropriate' casualty bureau at time of a major (UK related) airline crisis (liaison / co-ordination / information exchange duties) can be found at Section 2B (page **78**)

Note 2 - Two (2) 'memorandums of understanding' (MOU) exist for the basic documenting and management of the UK's 'liaison / co-ordination / information exchange' protocols between airlines and UK Police Casualty Bureaux + UK FCO

The first MOU (dated 2007) is between UK airlines (together with a small number of foreign airlines operating frequently to UK) and the **UK Police + UK FCO. It has, unfortunately, never been ratified** (as at 2019). It can be found starting on page **81**. It is, firstly, an excellent example of the determination and drive of some UK airlines in initially (at that time) achieving co-ordinated production of this MOU. **It is also a good example of how, in the end, airline and government (UK Police + FCO etc.) bureaucracy / apathy prevented its ratification**

The second MOU is similar but concerns the UK Police and a (UK based) third party, commercial specialist provider (Blake Emergency Services) of emergency services (including ECC services) to various clients - including airlines





Attachment H to Section 2A

'WECC required to Notify' Form (i.e. as directed by ABCX Airways - rather than as initiated by WECC)

*This form is to be used by ABCX Airways to advise WECC of any specific information to be provided to accident associated FR (and other persons as may be directed by the airline) **by WECC** - i.e. **over and above** those communications with FR 'routinely' being made by WECC, during crisis response operations, on behalf of the airline*

*Details of **Victim**: Complete required information as known / if appropriate:*

Name (including any alias; nickname etc.):

Gender (M / F) and Age Group (Adult / Child / Infant)

Victim Type - e.g. crew, passenger, staff passenger, ground victim etc

Victim Nationality and current Country of Residence

Victim's Full Address - including any area, post or zip code

* **All Other Known Contact Information for Victim**

** **Victim was 'Travelling With'** (or believed to be travelling with):

* **All** telephone numbers to include country and area codes

** Where known, include here full name(s) of all other persons (victims) known to have been travelling with this specific victim. If any other information is known about such persons, also include here

Continue on separate sheet of paper if required - and attach securely to this 'top' page





Victim's Current Status: - circle one

- Missing
- Uninjured
- Injured (life threatening)
- Injured (non-life threatening)
- Deceased
- Unknown

Victim's Current Location:

Details of 'Person to be Contacted' by WECC - Minimum information required is:

*** Name**

* Ideally also include gender and age - plus geographic location (country / city / town etc.) of 'person to be called' - together with local date / time at that location - relative to GMT / UTC

**** Contact Details**

** Telephone numbers to include country and area codes. Addresses to include post or zip codes

Relationship to Victim (where appropriate)

Language(s) Spoken (where appropriate)

***** Details of Specific Information to be provided**

*** Where appropriate - also include here brief details of any previous communications to / from this person





© AERPS / (A H Williams) 2007 to 2020 - some rights reserved

Deliberately Blank





Guideline / Template - Instruction 5

Instruction 5 covers pages 78 to 80 of *this* guidelines / template document

These guideline pages can simply be 'copy & pasted' directly into your own plan *and 'adjusted / adapted' (by yourself)* where appropriate, to suit the particular requirements of your own airline

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 airline's specific purposes and circumstances





ABCX Airways

CRPM Part 1 / Volume 4

Emergency Call Centre Operations

Section 2B

Checklist - Aircraft Accident

Airline Person deployed to UK Police Casualty Bureau

*Note - Section 2B generally applies to **MAJOR** aircraft accidents within UK - and also outside UK where there is a significant UK interest*





Checklist - Airline Person Deployed to UK Police Casualty Bureau

	Action	☑ ?
1.	Note down accident details from Alerting Message	
2.	Call other designated persons from the list on page xx and decide who is to man the Casualty Bureau first shift, second shift etc. - then advise these details to the CMC when it opens (<i>insert contact details here xxxxxxxx</i>). Make suitable preparations for a deployment lasting several days - but do not deploy until directed	
3.	(If not yet deployed as per 2 above) - call the CMC (ECC Liaison Person - [<i>insert contact details here xxxxxxxx</i>]) approximately every 3 to 4 hours for updates on possible deployment to the relevant Casualty Bureau	
4.	<p>When (if) directed by CMC - deploy to relevant Casualty Bureau (CB) location, ensuring that you take a copy of this manual with you + all essential equipment e.g. a fully charged mobile phone and charging equipment is vital</p> <p>Note - in the early stages of a crisis you may not have precise driving instructions to the specific CB in operation (can be one of several) - in which case the CMC ECC Liaison person is to be asked for their best guess as to which UK city you should start making your way to. In due course the CMC ECC Liaison person will provide you with more precise *driving instructions</p> <p>*Driving instructions + maps (for all main CB locations) will eventually be included in this document</p> <p>(Don't forget to tell Family, Head of Department etc. - where you are going, why and for approximately how long)</p>	
5.	<ul style="list-style-type: none"> Call CMC when appropriate and advise them of your details & your ETA at the CB Ask the CMC to pass on this information to CB and to arrange parking, access to CB (pass or permit), a CB contact name and number etc. - said information to be provided to you when available Ask the CMC to make appropriate arrangements for also deploying the person who is to take over from you at the end of your first 12 hour shift 	
6.	On arrival at CB report to the person in charge (PIC) & then ask to be assigned to a working location. Where possible request access to a PC / laptop etc. with internet capability (preferably with Broadband or equivalent) and a landline telephone	
7.	Maintain a written log of events	
8.	Request PIC to arrange (or provide you with relevant information) for suitable (medium term) local accommodation for the airline reps (two persons on 12 hour shifts)	





9.	<ul style="list-style-type: none"> Make contact with CMC ECC Liaison person & advise him / her of your CB contact details Ask CMC to forward details of accident flight passenger manifest and crew list (preliminary lists initially and verified lists once this latter task has been completed) Pass on to CMC any information requests from CB and vice versa 	
10.	<p>Formulate an action plan with Casualty Bureau PIC - as appropriate. Advise CMC ECC Liaison person of this plan</p> <p>Note - it might be appropriate at this stage to request the PIC to assign a dedicated CB 'liaison officer' to you?</p>	
11.	<p>From this point on your role is to be the airline's face to face link / liaison with the CB</p> <p>A primary duty is to try to ensure the smooth and continuous exchange of relevant data between the CB and the airline's ECC (i.e. the WECC) - normally via the CMC ECC Liaison person at airline HQ</p> <p>Be particularly alert to any important CB derived information which the airline needs to be made aware of quickly - and manage this accordingly</p>	
12.	Provide a handover brief to your replacement and introduce him / her to the appropriate persons at the Casualty Bureau. Keep CMC updated on your shift patterns	
13.	Proceed to rest accommodation - returning for next shift as agreed with colleague(s)	
14.	Ask Police CB PIC / liaison person for assistance with personal 'de-stressing / defusing' if you think that this might be necessary	
15.	<p>When crisis response is terminated - collect all appropriate records, reports and similar (copies if need be) and report back to CMC for 'hot debriefing.'</p> <p>Don't forget to thank the Casualty Bureau for their assistance and support</p>	
16.	Prepare in-depth written debriefing report (lessons learned) and submit to Contingency Planning Manager	
17.	Participate in any on-going verbal wash-up debriefings as required - including any carried out by the Casualty Bureau	
	END of CHECKLIST	





© AERPS / (A H Williams) 2007 to 2020 - some rights reserved

Attachment 1 to Section 2B

MOU - UK Police / UK FCO / Airlines - **Casualty Bureau + FCO & Airline ECCs** (dated 2007 - never ratified [unfortunately!])





- Association of Chief Police Officers of England, Wales and Northern Ireland
- UK Airline Companies
- Consular Directorate - Foreign & Commonwealth Office

AIRLINE INCIDENTS

MEMORANDUM OF UNDERSTANDING BETWEEN ASSOCIATION OF CHIEF POLICE OFFICERS, THE FOREIGN & COMMONWEALTH OFFICE AND UK AIRLINE COMPANIES

INTRODUCTION

In July 2005, previously existing contractual arrangements between British Airways and contracted UK airlines, pertaining to BA's Emergency Procedures Information Centre (EPIC) ceased. The impact of this was to remove (from those previously contracted airlines) their recourse to BA's emergency call centre resources, with which to respond appropriately to the high volume of telephone enquires likely to be received following a mass fatality aircraft incident

This Memorandum of Understanding (MoU) outlines the agreed response to the handling of public telephone enquiries and the provision of assistance to casualties and their families following an aircraft incident occurring within the territorial waters of England, Wales and Northern Ireland. The MoU is between the Association of Chief Police Officers (ACPO), signatory UK airline companies and the (UK government's) Foreign & Commonwealth Office

This MoU also outlines the agreed response between ACPO, the Foreign & Commonwealth Office (FCO) and signatory airlines in the case of an overseas incident involving UK citizens and whereby the aircraft concerned is operated by a signatory airline company

This MoU cross refers directly to the existing ACPO and FCO MoU on "International Incidents" agreed in September 2006

This MoU is not a legally enforceable document. Signatories to it, however, accept the principles and roles described within and commit themselves and their organisation, in the public interest, to shared efforts required to respond to an airline incident. Each organisation agrees to commit resources commensurate with its functions - together with general responsibilities within its own operational spheres and priorities





The airline emergency call centre referred to in this MoU can apply to an airline's own internal emergency call centre or to a (commercial) third party call centre, activated on behalf of the airline, to provide emergency call centre services

The United Kingdom Airlines Emergency Planning Group (UKAEPG) is a collective forum of the majority of UK airline companies' emergency planning personnel - and therefore provides a vehicle for deliberation and consultation with airlines on the matter of this MoU. Similarly, ACPO provides the centralised contact for Casualty Bureau for England, Wales and Northern Ireland.....and the Consular Crisis Group is the contact for FCO consultation

Names and contact details for representatives of each group are included at the end of this document ([Appendix A](#)). A membership list of the UKAEPG member airlines is also attached at [Appendix B](#). It is acceptable that certain foreign air carriers operating flights into and out of the UK on a regular basis may also, at some future time, wish to become signatories to this MoU

The overarching aim of this document is to facilitate a co-ordinated approach between police, airlines and the FCO - which makes it clear (to families, the media and the wider public) what the integrated response arrangements to an incident involving a UK registered aircraft (wherever its location) are, including call handling facilities available, their purpose and what callers should expect

UK POLICE

The UK Police shall:

NATIONAL

In the event of an airline incident within the territorial waters of England, Wales and Northern Ireland, the host (police) force will geographically be that in which the incident has occurred. If the force requires national policing assistance the Gold (Strategic) Police Commander ([Appendix C](#)) will make the request through ACPO Police National Information Co- ordination Centre (PNICC)

INTERNATIONAL

An international incident is likely to require a significant policing response which is likely to be beyond the capacity of any one (UK) police force. The response to an incident outside of the waters of England, Wales and Northern Ireland will therefore be on a regional basis and will be based on the current PNICC on call rota

The lead UK police region will supply an Assistant Chief Constable / Commander (as Gold Commander), a Senior Identification Manager (SIM) and a Senior Investigating Officer (SIO) for the month they are on call - and thereafter for the duration of any incident. These officers will form the basic command structure. The FCO will reimburse police costs on the basis agreed with ACPO for police deployments





Depending upon the scale and / or type of incident, the FCO may request police assistance by making Casualty Bureau facilities available. This will be facilitated by the FCO communicating directly with the Lead Police Region and informing the ACPO President's Office, including out of hours The ACPO President's Chief of Staff, or nominee, will make arrangements to facilitate the necessary support. Where appropriate, this may involve opening PNIICC in order to mobilise and co-ordinate national (UK) resources

The President of ACPO retains the ability to nominate any (UK Police) force to take the lead in respect of a particular incident, if he/she decides that a specific force is better placed than the scheduled lead region to respond to the incident in question. For example, an incident in France affecting the English Channel might result in a South Coast force being asked to take the lead. Equally, the scale and nature of an incident might lend itself to a single large force with special skills taking the lead [e.g. Metropolitan Police Service (MPS), Police Service Northern Ireland (PSNI) etc.]

However, such nominations will be the exception and there is a clear expectation that the scheduled lead (Police) region will act on behalf of ACPO in support of the FCO

Where police service assistance to the FCO necessitates the deployment of police officers or police staff overseas - the Gold Commander (assisted, if required, by PNIICC) will be responsible for obtaining the Home Secretary's approval

UK POLICE CASUALTY BUREAU OPENED

Following an airline incident within the territorial waters of England, Wales and Northern Ireland the host force will activate its own Casualty Bureau and, if required, request appropriate assistance from ACPO / PNIICC

In the case of an international incident the decision to open a police casualty bureau in support of the FCO and the UK airlines will be made by the police Gold Commander for the relevant lead force

When the incident requires an FCO response, the FCO will appoint a Crisis Liaison Manager (CLM) to work within the casualty bureau, who will also be a member of the Gold Group. In suspected terrorist incidents the National Co-ordinator Terrorist Investigations at New Scotland Yard must also be informed by the Office for Security and Counter Terrorism at the earliest notification of a suspected terrorist connection

In all serious UK airline incidents (particularly those involving fatalities) it is highly likely that the incidents will be dealt with as a suspected terrorist incident until proven otherwise

In respect of a casualty bureau the police Gold Commander will:

- Where appropriate, appoint an SIO who will assume responsibility for conducting an investigation to establish criminal liability
- Where appropriate, appoint a SIM who will develop a strategy for the identification of deceased victims





This will involve appropriate use of Casualty Bureau, police Disaster Victim Identification (DVI) teams; liaison with the Coroner's Office and the implementation of a Family Liaison Officer (FLO) strategy, including the appointment of police Family Liaison Co-ordinators (FLC)

The SIM (in consultation with the police Gold Commander, the SIO and the accident airline) will establish arrangements to:

- Activate a Casualty Bureau public enquiry telephone call centre to receive public enquiries from those concerned about friends or family members who may be involved in the incident. If an incident occurs overseas casualty bureau may be activated at the request of the FCO

The accident airline will also be provided with details of the casualty bureau and a nominated liaison officer. On behalf of the SIM and SIO - Casualty Bureau will formulate a comprehensive list of missing persons, known casualties and survivors - together with their condition and location

- Co-ordinate with the airline media team the information to be released within press statements and press briefings

The SIM in consultation with the SIO will also:

- Provide a nominated liaison officer to the airline emergency call centre and facilities for an airline representative to attend the casualty bureau location - all to assist the co-ordination and exchange of information and response activity
- Facilitate the prompt notification to enquirers and family members of the condition and location of those not involved.....and / or those involved but not seriously injured or deceased
- Without unnecessary delay, notify (to families) details of those who have sustained serious injury or are deceased
- Advise the airline of who has been notified (as per above) in order that travel and other assistance can be organised
- Ensure that all casualties and / or their families are advised by assigned FLOs of the assistance and services the airline can provide, and inform the airline (via the Family Liaison Co-ordinator), of the family's requirements in respect of travel, hotel accommodation, etc.
- Advise the airline of the name and contact details of the FLOs assigned to each casualty and/or family, in order that the FLO can be updated and supported by the airline
- Only withhold from the airline - any caller, next of kin and / or casualty information received within casualty bureau (and potentially not received by the airlines) - in circumstances where the information is required to be restricted for reasons of national security or criminal investigation





AIRLINE RESPONSIBILITIES

In the event of an aircraft incident occurring within the territorial waters of England Wales and Northern Ireland it is a police responsibility to collate and disseminate casualty information. The host / lead force for such an incident will be the 'geographical' force in which the incident has occurred. This force will provide the casualty bureau and will request further assistance through ACPO / PNICC if required

The FCO has a responsibility to provide assistance to affected UK citizens in the case of an aircraft incident occurring overseas. This MoU is made in order to co-ordinate the resources, information and actions of these groups and in the interests of enacting an integrated and efficient response that serves the needs of the responding agencies, accident casualties and / or their families

(It is relevant to note here the requirements of the United States of America *Foreign Air Carrier Family Support Act (Public Law 105-148, December 1997, as amended)*)

This legislation extends to those UK airlines operating flights to and from the United States of America and obliges the airline to file a Family Assistance Plan with the United States (US) National Transportation Safety Board (NTSB)

This 'filed plan' contains assurances that the airline will take certain specified actions following an accident when dealing with casualties families. These actions include a plan for publishing a reliable 'toll-free' telephone number, a process for notifying the families of passengers involved in an aircraft incident, an assurance that the airline will ensure that the families of casualties will receive an appropriate level of services and assistance and provide logistical support to family members who desire to travel to the relevant site

The legal obligations placed upon airlines by this US legislation are founded upon the premise that the airline continues to have a fundamental responsibility to their passengers and their families. The obligations, underpinned by this premise, inform airlines general emergency response planning for all incidents, regardless of location, and thus airlines retain relevant resources, maintain response plans and are intent on implementing these plans when necessary together with being a major participant in response activities

In the case of an incident occurring internationally the airline will open a call centre and co-ordinate a response in consultation with the FCO

In the case of an incident occurring on or over US territory, an airline call centre (with toll-free calls available from USA) will be activated and will therefore require co-ordination with the FCO and UK Casualty Bureau

This agreement is made with the authority of ACPO, the individual signatories representing UK airlines and in the case of an incident outside the territorial waters of England Wales and Northern Ireland, the FCO)

The (Accident) Airline shall:

- Immediately activate a free-phone (toll free) public enquiry telephone call centre to receive calls from the general public who are concerned about friends or family members who may be involved in the incident





- In conjunction with airport authorities, seek to secure facilities at departure, arrival and connecting airports where family members may be gathering or travelling through - in order to protect their privacy and enable information updates to be provided
- Provide resources for Disaster Victim Identification (DVI), repatriation of casualties and return of personal effects - and assist the airport authority to establish a repatriation area
- Provide suitably trained airline representatives to attend Casualty Bureau and (in the case of an incident outside the territorial waters of England, Wales and Northern Ireland) the FCO
- Provide casualty bureau with preliminary passenger manifest information (flight reservations lists unconfirmed against boarding gate documents etc.), followed by confirmed passenger manifest information (reconciled against boarding gate documents etc.) and confirmed crew list information at the earliest possible opportunity
- Publicise the agreed free-phone (toll free) number through media channels, company websites and the redirection of callers who have called other airline numbers
- Attempt to distinguish those callers whose enquiries relate to individuals who are 'highly likely' or 'possibly' involved, from those who are not likely to be affected - and also gather callers contact information
- Redirect callers concerned about future travel reservations to the airline and / or tour operator's 'normal business' telephone call centre(s)
- In consultation with the press office of the host force or lead force and also in consultation with the FCO, redirect media enquiries to the airline media information line or press office (as available)
- Provide casualty bureau with all details relating to the incident including:
 - date, time and location of the incident
 - aircraft type and flight number
 - routing, scheduled departure and arrival time
 - code share information (if relevant)
 - number of passengers and crew on board the aircraft
 - ground casualties, survivors or potential witnesses to the incident
- Provide Casualty Bureau with caller and casualty information relating to all persons who may or may not be affected - as gathered by the airline call centre. Where possible this should indicate those 'highly likely' or 'possibly' involved together with the reasons why. This information will be transmitted in the most efficient manner available to the airline and Casualty Bureau. This can be by either hard-copy format, electronic download - or by direct entry into the police Holmes 2 via the 'CasWeb front end' interface
- As details of casualties are obtained ensure casualty bureau is notified without delay





- Formulate a comprehensive and accurate list of casualties and where possible their condition, location and related caller information
- As information is confirmed, co-ordinate with the police Gold Commander to undertake the prompt notification to enquirers and family members of the condition and location of those not involved, or involved but not deceased
- Where appropriate and agreed by the police Gold Commander (for incidents within the territorial waters of England Wales and Northern Ireland) co-ordinate with the SIM (or other, nominated Bronze [Operational] Police Commanders) to undertake the prompt notification to enquiries and family members of the condition and location of those not involved, or involved but not requiring hospital treatment
- Provide space within the airline accident control centre for representatives of the Casualty Bureau and / or FCO personnel as required
- At the time of notification or soon after and in consultation with the Police Gold Commander, offer assistance services including practical assistance and emotional support to the casualty and/or their family members
- Establish locally agreed plans providing an appropriate response to persons directly affected in consultation with statutory responders
- Where appropriate (and in consultation with the SIM) provide assistance that may be required by police FLOs with the collection of ante mortem data and samples from family members
- Identify the legal next of kin for each deceased casualty to whom advance payments will be made, regardless of liability, in accordance with the Montreal Convention. ([Appendix D](#))
- When appropriate and in consultation with police Gold Commander, provide resources to assist the Disaster Victim Identification (DVI) process, repatriation of casualties and return of personal effects to family members
- In consultation with the appropriate nominated police Bronze Commander(s), identify and provide travel arrangements for casualties and / or family members as required
- In consultation with the SIM, provide liaison with the FLOs to maintain contact with those family members who choose not to travel
- Provide to the nominated police Bronze Commander(s) and (if appropriate) the FCO, details of the airline's media team or press office resources available to respond to media enquiries
- Co-ordinate with the appropriate nominated police Bronze Commander(s) and the airline's media team or press office the information to be released within press statements and / or press briefings
- Provide a co-ordinated, continuous and appropriate update to the media as information becomes confirmed
- At an appropriate stage, consult with family members about an airline sponsored memorial service and monument





THE FOREIGN & COMMONWEALTH OFFICE (FCO) (External Affairs)

The FCO shall:

In the case of an airline incident outside of UK territorial waters the FCO will (if required):

- Activate the FCO public enquiry telephone centre in response to an aircraft incident overseas, through which to receive enquiries from the public concerned about friends or family members who may be involved in the incident
- Provide to the airline and casualty bureau information relating to those persons who are 'highly likely' or 'possibly' involved, gathered through the activated FCO enquiry line. Where established, this will be done in consultation with the appropriate police Bronze Commander
- As necessary, handover the handling of calls to the FCO enquiry line to casualty bureau, without changing the telephone number issued to the public
- Activate overseas embassy / consular officials and / or rapid deployment teams to support the assistance to casualties and/or their families involved at the overseas location
- Co-ordinate with airline, the provision of services & assistance to casualties & their families
- Liaise with the airline and other responding agencies to co-ordinate DVI activities
- Provide an FCO liaison representative to casualty bureau and the airline accident control centre to assist with the co-ordination of information and response activity
- Co-ordinate with police Gold, ACPO Press Liaison Unit and the airline media team the information to be released within press statements and press briefings
- Agree with police Gold the deactivation of the FCO telephone centre and the transfer of records
- Assist airline relations with responding overseas authorities, particularly in the case where passengers are non-UK citizens

VIENNA CONVENTION - DEATHS OF NON-BRITISH CITIZENS IN THE UK

Under the Vienna Convention on Consular Relations (Article 37A) and equivalent provisions in bilateral Consular Conventions to which the UK is a party, there is a legal obligation as a 'Receiving State' to inform without delay the consular authorities of other signatory countries of the death of one of their nationals. The exceptions to this rule in the UK are nationals of Australia, Canada and New Zealand because, by mutual agreement, notification in this manner is not required

The FCO encourages overseas governments to inform UK authorities of the death or serious injury of British nationals within 24 hours. The FCO would expect to extend a similar courtesy in respect of foreign nationals or Commonwealth citizens killed or seriously injured in the UK

The practice in the UK is for the police to ensure that the next of kin are informed (if / as appropriate) - and to encourage the latter to ensure (except as above) that the appropriate consular officer in the Foreign or Commonwealth mission is notified of the death of one of their nationals, preferably within 24 hours





There is no obligation upon the next of kin to notify the death to a consular officer; nor is there any objection to a police officer notifying the consular officer if asked to do so by the next of kin. In the event that the next of kin specifically does not want the consular officer to be informed (perhaps because the deceased was a political refugee or a political asylum seeker) the wishes of the next of kin must be respected, but the police Press Office and the FCO Press Office should be briefed accordingly

In the event of a mass casualty incident in the UK involving death or injury to foreign nationals or Commonwealth citizens, the MPS (DPG) is responsible for informing foreign and Commonwealth missions in London if any of their nationals are known to have been affected

RESOLUTION OF DISPUTES

In the event of any disputes as to the provisions of this MoU it will be the initial responsibility of local management or representatives to attempt to resolve the problem. If, however, the dispute cannot be resolved within 10 working days, it shall be referred to the signatories or their nominees to seek a solution

COMMENCEMENT

This MoU shall take effect upon signature by all parties until such time as it is terminated or superseded by a revised document. All parties may periodically review the effectiveness of the MoU following which it may be amended by written agreement between the parties. A party may only withdraw from the MoU by way of a written notification to the other parties providing appropriate notice of intention (60 days)

Signatories to this MoU are deemed to sign on behalf of their organisation and as such references to signatories relate to appropriate representatives of those organisations who are able to represent their interests for the purposes of this Memorandum

SIGNATORIES

.....
Signature & Date (ACPO Lead for International Affairs)

..... Airline signatory (each airline participating to sign)
Signature & Date plus name of airline

.....
Signature & Date (Director - Consular Directorate, Foreign and Commonwealth Office)





Appendix C (other appendices deliberately omitted from this document)

UK Police Command Structure

The Police in England, Wales and Northern Ireland will normally establish a three tier command structure in the response to a civil emergency (including airline incidents), as follows:

Gold (Strategic)

The Gold Commander will be responsible for developing a strategy in the response to an incident and chairing the multi-agency Gold co-ordinating group (also known as the Strategic Co-ordinating Group (SCG))

Silver (Tactical)

The Silver Commander will report direct to Gold and be responsible for developing a tactical plan to implement Gold's strategy and co-ordinate the overall tactical response

Bronze(s) (Operational)

Bronze commanders will be appointed as necessary by Silver in order to implement a tactical plan. They will have either a geographic or functional responsibility and will report direct to Silver

Co-ordination Role

Within England, Wales and Northern Ireland, the accepted position is that the UK Police will generally co-ordinate the overall response to a civil emergency and Chair the SCG, unless the circumstances or type of emergency determine that is more appropriately carried out by another organisation. Chairmanship of the SCG will be determined by consensus within the Group itself

