



Guideline

ABCX Airways
Crisis Response Planning Manual
Part 2

Aircraft Related - INCIDENT RECOVERY / RESPONSE PLAN



Wikipedia / Image by Andrew Marino / JetBlue Flight 292 - 21 Sep 2005. The 8 crewmembers and 140 passengers of this Airbus A-320 were not injured during this spectacular landing (nose-wheel stuck down at 90 degrees to aircraft's fore and aft axis)

The Author, Owner and Reviewer of this Document is 'Crisis (Response) Planning Manager' - ABCX Airways

The Approver of this Document is the Accountable Manager - ABCX Airways



Preamble

Note 1 - Where necessary, fictitious airline (air carrier) 'ABCX Airways' has been used to provide 'context' herein. This 'airline' is based on a scheduled, *passenger* type operation, flying domestic and international routes

Whatever applies to 'our' ABCX Airways in this guideline will also typically (more or less) be applicable to other scheduled, passenger airlines (and most other passenger carrying aircraft ops too e.g. charter / lease, business, VVIP, industrial transfers [oilfields; mining] etc.) when preparing, training and exercising the (aircraft ops related) *incident* response plan

This document may be similarly used / adapted as an 'approximate/ outline' guideline by other aircraft operator types (e.g. cargo, rotary etc.) as applicable to their actual circumstances

ABCX Airways has been broadly based on a mid-sized **UK** registered and headquartered aircraft operator - and this guideline is predicated upon that assumption. **Non-UK** registered and / or main based operators can interpret and adapt this guideline accordingly, as applicable to their own, specific circumstances

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End of Preamble Section



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Purpose & Scope

The primary **purpose** of this document is to guide the ABCX Airways response to *aircraft related* incidents. However, it can also be adapted to guide response to other '*operational*' type incidents - as required

The **scope** of the document is such that it attempts to adequately provide the required information, procedures and checklist(s) necessary to meet the above purpose

This document must **NOT** be used to guide planning and response to a ***catastrophic aircraft accident type response*** (for latter see [*separate* documents] the ***CRPM Part 1 [Emergency Response Plan - ERP]*** series of guidelines and guidelines / templates - instead). The latter can be found at:

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

An appropriate level of study of this document, combined with related training and exercising (or, more likely, use of this plan to respond to actual incidents [which occur fairly regularly in ***all*** airlines]) - should result in a satisfactory level of performance in the required areas



Controlled Document Information

Document Review & Approval

This document has been reviewed for adequacy by ABCX Airways - Crisis (Response) Planning Manager, whose confirming signature appears below.

(.....)

Insert Date

This document has been approved for adequacy by the ABCX Airways - Accountable Manager, whose confirming signature appears below.

(.....)

Insert Date

List of Effective Pages

Pages 1 through 29 effective (insert date) - Revision (Insert Revision Number)



Revision List

Revision No	Date	By
Revision (Insert Rev No)	Insert date	Insert title

Note - The latest version (Revision) of this document will be found on the (name of company) intranet (and / or share-point site etc.) via:

ABCX Airways URL → Crisis Plans → Crisis Procedures → IRP

Revision information is notified to potential users of this document via email. Timely email acknowledgement of receipt is required (send to Crisis Planning Manager - cpm@abcxairways.com)

In sending the latter acknowledgement, the original recipient (if ABCX Airways staff) confirms that he / she has fully taken all and any measures required to ‘action and manage’ the revision accordingly - as it applies to his / her department / business unit / equivalent

Distribution

This document is available to all employees via the ABCX Airways intranet site

Five (fully up to date) controlled document **hard copies** of CRPM Part 2 also exist - one being located in the ABCX Airways Crisis Management Centre; another in the Operations Control Centre; another with the Accountable Manager; the fourth with the Flight Safety Manager - and the last stored ‘off-site’ (location / access details known to appropriate personnel)

The Crisis Planning Manager is responsible for keeping all hard copy versions fully up to date at all times. Any other hard copies of this document are uncontrolled - and are to be marked as same accordingly

Use of Colour Highlights within Text + Use of the Vertical ‘Revision Bar’

Text highlighted in blue is designed to draw the reader’s attention to revised information / text - as compared to the previous revision / version of the document

Additionally, all changes made in a current revision will be shown by a vertical bar to the right of the area of changed text

Vertical bars in the latest revision refer to changes / deletions in that revision only

An example of use of colour and the vertical bar is shown in this paragraph only



Acronyms

BW	Bomb Warning
C4	Command, Control, Co-ordination and Communication
CCDM	Cabin Crew Duty Manager
CD	Crisis Director (in charge of an activated CMC)
CMC	Crisis Management Centre (located at Airline HQ)
CRPM	Crisis (Emergency) Response Planning Manual
CPM	Crisis (Response) Planning Manager
CS	Customer Services department (includes 'cabin crew')
CSU	Crisis Support Units (Nominated Departments / Business Units at Airline HQ)
DPM	Duty Pilot Manager
ECC	ABCX Airways - Emergency (Telephone) Call Centre
ERP	ABCX Airways - Emergency Response Plan (CRPM Part 1) (<i>Separate Doc</i>)
GHA	Ground Handling Agent / Airline Representative
H&S	Occupational Health & Safety
HAT	ABCX Airways - Humanitarian (Family / Special) Assistance Team
ICAO	International Civil Aviation Organisation
IRP	ABCX Airways - Incident Response Plan (CRPM Part 2)
IRT	Incident Recovery Team
NOTOC	Notice to Captain / Commander (pertaining to Dangerous Goods carried)
OAL	Other Airlines
OCC	Operations Control Centre (Airline HQ based)
ODM	OCC Duty Manager
RSQ	Risk, Safety & Quality Department



ABCX Airways - Handling of **Aircraft** Related **INCIDENTS**

Definition

'Catastrophic' Aircraft Accident

An aircraft accident, the circumstances of which trigger a **Red** Alert airline response

A more precise definition is deliberately avoided. However, it is **UNLIKELY** that an aircraft accident would be classified as catastrophic (at least from an operational response viewpoint) unless **relatively large** numbers of **fatalities** and / or **severe** injuries were involved

Similarly, severe damage to an airframe (including an insurance write off), with no associated (many / multiple) deaths and / or severe injuries to the occupants or other persons - is not considered herein to be a 'catastrophic aircraft accident'

The appropriate decision as to what comprises a catastrophic aircraft accident shall **initially** be made 'on the day / at the time' by the airline's Operations Control Centre Duty Manager (ODM)

The imperative for a (potential) immediate and maximum response dictates that the ODM shall typically be pre-authorized (in writing) by 'top management' to make the initial, associated decisions unilaterally (i.e. without necessarily consulting with others - including top management)

Where any doubt exists whatsoever as to the above, a **Red** Alert should always be declared immediately and - as events unfold, be re-categorised to a lower response level (e.g. **Orange** or **Yellow** Alert), if so required by actual circumstances 'on the day'

Definition

'RED Alert' - Crisis Response Classification **Red** Alert - [Terminology as used by ABCX Airways]

A RED Alert declaration (typically associated with an aircraft related 'occurrence' for the purposes of this guideline) requires a **full, immediate** and **maximum** crisis response by the airline

Such RED Alert classification may (relatively rarely) also be used for **other** occurrences with similar severity impact e.g. a major security related crisis; a major PR crisis etc.

The typical aircraft related occurrence associated herein with a RED Alert is a '**catastrophic** (mass fatality and / or severe injuries) **aircraft accident**' - otherwise known as an '**aviation disaster**'

Note - The above definitions of '**Catastrophic Aircraft Accident**' and '**Red Alert**' are provided (for comparison purposes **only**) with the three definitions below (next page). This is to ensure that users of this plan are absolutely clear as to the differences between responses to **catastrophic aircraft accidents** and to **aircraft incidents**. This document (the one you are reading now) **ONLY** concerns the latter



Definition

Orange or Yellow Alert - Crisis Response Classifications

An aircraft related incident occurrence or equivalent (other than a RED Alert), where the ODM (and / or an equivalent person / team) would **initially consult** in order to establish the appropriate level of response required i.e. either an **Orange** or **Yellow** Alert before taking further action

Orange or Yellow alerts are expected to be declared for **non-catastrophic** aircraft accidents - and for aircraft related **serious** (typically **Orange** alert) or **significant** (typically **Yellow** alert) incidents only

Definition

Incident

An occurrence, other than an aircraft accident or serious incident, associated with the operation of an aircraft (from the time of boarding [with the intention of flight] - to the time of deplaning), which affects, or could affect, the safety of that operation

Note - for ABCX Airways purposes only, the term 'incident' shall be otherwise known herein as '**significant** incident' - in an attempt to differentiate an 'incident' as defined herein - from the everyday, **operational occurrences** which occur to any airline on a very regular basis, and for which the term '**incident**' is frequently (**BUT INCORRECTLY**) used e.g. passenger death on board an aircraft due to **natural** causes

Definition

Serious Incident

An aircraft incident where circumstances indicate that there was a high probability of an accident occurring

Note 1 - The difference between an accident and a serious incident lies only in the result

Note 2 - Whilst the formal definition above also covers 'unmanned flight' - the latter is beyond the scope of this IRP

Definition

Significant Incident

See above definition of 'Incident' and the associated 'Note'



Introduction

“Incidents” frequently occur (to one degree or another) as part of any airline’s aircraft operations

Some fall into the bracket of the ‘International Civil Aviation Organisation (ICAO)’ definitions of (*significant*) incident or serious incident, as defined on the previous page. However, **most do not**, but are nonetheless usually (incorrectly) lumped in with the generic term “incident” anyway

The latter (i.e. ABCX Airways **Green** alert state ‘**occurrences**’) are routinely handled as a matter of ‘**normal business**’ by the appropriate department(s) e.g. Operations Control Centre (OCC), Duty Pilot Manager (DPM), Duty Cabin Crew Manager, Duty Airports Services Manager, Duty Ground Operations Manager, Maintenance Control (MAINTROL [Aircraft Engineering]) etc.

Note that some occurrences technically classified as **accidents** under ICAO and equivalent regulatory definitions (e.g. someone on board an aircraft breaks a leg) would (obviously) **NOT** require e.g. a full Red Alert operational response - or even Orange or Yellow operational **incident** responses

Indeed, such an ‘accident’ as described just above would again be (probably) handled quite routinely as an ‘occurrence’ without any particularly ‘special’ response from the airline, other than reporting details to relevant personnel and organisations (within the airline and externally) - and completing the associated paperwork

Thus it will be seen that ‘**official**’ definitions of aircraft related accidents and incidents (such as those produced by ICAO) require a fair degree of logical interpretation and adaptation by the person in charge of the ABCX Airways OCC (i.e. the ODM) and / or other relevant departments / staff, when deciding the **most appropriate** type and degree of **response** to actually implement ‘on the day’



The **Appropriate** Incident Response

Serious or Significant Aircraft Related Incidents

To reiterate, this guideline does **not** deal with the catastrophic aircraft accident situation. Rather, it provides basic guidelines for staff involved in the initial and subsequent response to a **serious** or **significant aircraft incident** (and possibly for other **non-catastrophic aircraft accident** type situations - as required)

What is meant by “serious or significant aircraft incident” is typically left **initially** to the discretion of the responding ODM - with assistance / advice from specialist staff where required

Use of flexibility, knowledge, experience, skill, logic and any required consultation - should ensure that the appropriate incident response is correctly applied on most occasions - and the appropriate alert state colour code (i.e. Orange or Yellow) declared accordingly

Some suggestions as to what might comprise the “more serious” aircraft incidents can be found in the **Incident (Response) Matrix** found at Appendix **A** - starts page **23** - as based on ICAO guidelines

The Incident Matrix also provides guidance for initial incident **notification** requirements (**alerting**) for consideration by the ODM (or similar person / team) when implementing any associated ‘alerting and activation’ process. (N.B. - *The Incident Matrix list is **not** exhaustive in its coverage i.e. think ‘outside the box’ where so required*)

Other Types of ‘Incident’

General

‘Appropriate Incident Response’ for other types of ‘contingency event’ shall be detailed in the appropriate part of the (separate) CRPM (e.g. **Part 3** for Operational Disruption / Business Continuity; and / or **Part 4** for Public Health Crisis) etc. - and / or ‘handled flexibly and logically on the day’ using the most appropriate response commensurate with the actual circumstances prevailing

Incidents classed as being of a ‘**Sensitive** and / or **Personal**’ Nature

Such incidents should be given the appropriate level of care and discretion in the handling and distribution of associated information (particularly personal information) e.g. use of any automated alerting system (either telephone [recorded] message or text message) is typically not recommended; the ‘group’ involved in handling the response should be kept as small as possible / pertinent - and briefed carefully on the need for discretion etc.



Incidents - CORE Response Guidelines

The following information should be used when responding to the **more** serious incidents and **adapted**, as appropriate, for the **less** serious incidents

It can be assumed that the ODM and others will **already** be handling the **initial** and **immediate** operational, engineering, administrative and similar '**recovery**' aspects of any serious / significant incident - e. g. protecting passengers onto other flights, arranging accommodation, instigating crew rest or replacement, managing airframe replacement etc. - with the aim of getting the 'operation' back to normal

The detailed and ongoing **incident response itself** will be variable, depending on actual circumstances. However, as a starting point, it is assumed that the ODM will decide whether the incident can be handled using the 'normal operations' resources available to him / her - **OR** if additional assistance is required

To re-iterate, on duty and / or on-call staff such as - **Crisis Director, Crisis Controller, Duty Pilot Manager, Duty Press Officer, MAINTROL (aircraft engineering), Duty Cabin Crew Manager, Duty Airports Services Manager, relevant Crisis Support Unit contact persons etc.** - are available for consultation by the ODM - in order to assist him / her in making the most suitable decision as to the type of core incident response required / chosen - including declaration of the appropriate alert state colour code (Orange or Yellow)

Should the ODM decide to handle the incident him / her-self by using 'normal operations' resources - then the he / she shall thereafter have overall responsibility for the conduct and co-ordination of the appropriate incident response - using this document as a guide, as required

Where the ODM decides that the seriousness etc. of the incident so requires, he / she will activate a team of relevant specialists (to take over handling of the incident) known as the '**Incident Recovery Team**' (IRT)

For most **aircraft** related incident response circumstances the IRT should **initially** be formed (if required) at **Head of Department** (e.g. General Manager / Vice President etc.) / **Designated Alternate Person** (Deputy) level, typically comprising all / any representatives from the following departments etc. - as appropriate:

- **Flight Operations** (Insert appropriate names here)
- **Cabin Crew (and related) Services** (Insert appropriate names here)
- **Aircraft Engineering** (via MAINTROL)
- **Risk, Safety & Quality** (Insert appropriate names here)
- **Airport Services / Ground Operations** (Insert appropriate names here)
- **Corporate Communications / Press Office / Internal Comms** (Insert appropriate names here)
- **Aviation Security / General Security** (Insert appropriate names here)
- Appropriate airline **Operations Control Centre** representation
- **Any other representation** - as appropriate to actual incident circumstances 'on the day'

Current contact information for all of the above will be found in the 'ABCX Airways Crisis Contacts Telephone etc. Directory' - distributed to all concerned by the airline's Crisis Response Planning section. Alternatively, all of the above (amongst many others) can be notified (alerted) when / if using the ABCX Airways 'automated alerting & activation system' for the 'Orange or Yellow Alert' incident situation



Where so required, the ODM is responsible, in the first instance, for provisionally deciding the **initial** composition of a potential IRT. Once (if) the decision to activate the IRT is made, the ODM will alert any / all of the above (see bullet-point list previous page) or their designated alternates / deputies

NB - The IRT is generally **NOT** an 'on call' team (with the exception of those potential responders already being on-call or on duty as part of their normal business 'accountabilities' within the airline)

Note 1: ODM should consult the Incident Matrix (see Appendix A - starts page 23) as an aide memoire - **before** calling the IRT, to check if any particular department / business unit requires **immediate notification** as an overriding priority e.g. a serious security incident (hijack or confirmed BW on board an aircraft in flight) might require an **immediate** call to Aviation Security etc. **before** doing anything else

Note 2: Where incident circumstances permit (and after being alerted by the ODM) - IRT nominated Heads of Departments / Designated Alternates can, in turn, delegate their specific roles and responsibilities (within the IRT) to other appropriate members of their teams - typically e.g. to the Duty Pilot Manager; Duty Cabin Crew Manager, MAINTROL, appropriately qualified and / or experienced Crisis Support Unit (CSU) staff etc. (For more information on 'CSUs' - see page 18)

When alerting / activating the IRT (depending on actual incident circumstances) the ODM is likely to either:

- Leave a message via the airline's automated alerting system, requiring the selected (i.e. selected by the ODM) IRT members to call ODM at a designated time - for the purpose of conducting e.g. a conference call.....**OR**
- Using the automated alerting system to direct ODM selected IRT members to report for duty **immediately** - to e.g. the airline HQ **Crisis Management Centre** (CMC).....**OR**
- Contact specific IRT members individually by telephone (particularly for 'sensitive' type incidents)

Once the initial IRT has "convened" - either by conference / telephone call or by physical attendance at the CMC / wherever - and been briefed by the ODM and / or relevant specialists - they (IRT) will jointly decide the **final** constitution of their team and appoint an appropriate **'Leader IRT'**

The latter shall, thereafter, assume overall responsibility for all aspects of the handling of the incident, including acting as a conduit for all further incident communications (internal, external, website(s) and social media)

It is important that this latter arrangement, once in place, is conveyed without delay to appropriate staff of all other relevant departments / business units which might be involved with the incident response / recovery - e.g. via an appropriate broadcast (all staff) email and / or text message and / or social media message, via the automated alerting system or by any other suitable method - as appropriate

Relevant external parties should also be notified if required e.g. Civil Aviation Authority

If the Leader IRT considers that there is a requirement for wider alerting and activation, the Incident Matrix (Appendix A) should be consulted to provide further guidance



Once the Leader IRT assumes post, the ODM's role is expected to revert to running normal operations - together with any related business continuity / recovery requirements (if any) caused by the incident i.e. ***the IRT contains and manages the incident only***

Should the IRT (when formed) subsequently decide that the required incident response does **not** (or no longer) require its intervention, overall responsibility for handling the incident shall be reverted to the ODM and / or other appropriate specialists - and the IRT shall stand itself down

To ensure that the next higher level of management (i.e. typically at airline Director / Senior Vice President / equivalent level) is also aware of the IRT formation and incident circumstances, the ODM shall additionally notify the following (or equivalents) of any **serious** incident circumstances:

- Director Flight Operations
- Director Corporate Communications
- Director Customer Services / Service Delivery
- Director Cabin Crew (if not already covered immediately above)
- Director Engineering
- Director Operations (covering Airport Services and / or Ground Operations)
- Director Risk, Safety and Quality
- Director(s) responsible for Risk, Safety & Security
- Director Commercial
- Any other Director as deemed appropriate by ODM

The above Directors should, in turn, ensure that all other senior managers and other key incident response players (within their **own** departments / business units) are notified of the serious incident circumstances without delay - and thereafter kept updated

Note - the appropriate Directors / equivalents are *ultimately* responsible for their department / business unit's contribution to / performance within - the IRT

Full contact information for all of the above can be found in the 'Master Crisis Contacts Directory' - distributed to all concerned by the airline's Crisis Planning section. Alternatively, all of the above (amongst others) can be notified when / if using the automated alerting system for an Orange or Yellow incident alert

Incident - Wider Response Guideline

As further details of a more serious aircraft incident become known with time, it is almost certain that the ODM or IRT will be required to involve other organisations / facilities within and without the airline e.g. it might be necessary to open up part of what is known as the ABCX Airways - **Emergency Call / Contact Centre** (via the Emergency / Crisis Response Planning section) - dealing in this case with incident (rather than catastrophic accident) telephoned queries from the public etc.



Similarly, the airline's **Humanitarian** (Family / Special) **Assistance Team** (HAT), contracted third party (external) crisis response support and others - could also feasibly be involved

External agencies such as the UK's Air Accident Investigation Branch and the Civil Aviation Authority will / may also be involved in the longer term response to any aircraft related serious incident. (Reminder - we are using a UK air carrier as a typical example in this guideline!)

Where necessary, advice from the airline's Crisis Planning section 'experts' can be sought as to 'wider response' type matters falling within their spheres of expertise e.g. Emergency Call Centre, HAT etc.

Dangerous Goods

Should Dangerous Goods (DG) be carried on board an aircraft experiencing (which has experienced) a **serious incident**, ICAO regulations stipulate that the aircraft operator is to obtain the following information pertaining to such DG, and pass on this information **without delay** to responding emergency services:

- Proper shipping names
- UN Number
- Class
- Compatibility group for Class 1 Dangerous Goods
- Any associated Subsidiary Risk(s)
- Quantity
- Location on board aircraft
- Brief, plain language description of Dangerous Goods

Furthermore, this same information is to be passed, **as soon as possible**, to the appropriate authorities of the State (country) of the (aircraft) Operator + the State where the serious incident occurred - if different. The 'authorities' referred to here are expected to be the **Dangerous Goods department / business unit** of the appropriate national 'Civil Aviation Authority' - or equivalent organisation

The ODM or IRT shall make (or arrange for) **all** of the above reports pertaining to DAC - as appropriate

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

UK CAA Dangerous Goods Office (Not H24)

Telephone: 01293 xxxxxx

e-mail: dgo@caa.co.uk

Fax: 01293 573 991

Note - the UK's CAA has been used in the example provided above. You will need to substitute your own, appropriate Dangerous Goods incident reporting contacts here - if your airline is **not** a UK air carrier



Incident Matrix

The Matrix is reasonably straightforward. Its use will generally **not** be required for the majority of daily, “*routine occurrences*” (colour code alert state **Green**) - which are (**often**) mistakenly classified as ‘incidents’

However, an attempt has been made to list the more common aircraft related serious and significant incidents (by “serious or significant”, we are again referring to the logical interpretation, not necessarily the more rigid ICAO and / or regulatory definitions) - both in the air and on the ground

Reminder - the Matrix list is **not** exhaustive

If the Matrix is used for alerting guidance:

- **Y** annotations within the Matrix indicate that **strong consideration** should be given to notifying the appropriate organisation(s) listed
- **?** annotations indicate that **consideration** should be given to notifying the appropriate organisation(s) listed
- **N** annotations indicate that there is **normally no requirement** to alert the organisation(s) listed

However, each incident should be taken on its own merits

(See Appendix **A** [page **23**] for more details)



Aircraft Related Incidents - CSUs (& Similar) - Concept of Operations

DEFINITION - Crisis Support Unit (CSU)

Pre-nominated personnel from the great majority of ABCX Airways departments and / or business units - having direct and / or indirect **crisis response** roles and responsibilities (as related to a potential ABCX Airways 'catastrophic aircraft accident' **OR** 'serious / significant incident' type scenario) - are (each) required to form a 'Crisis Support Unit' (CSU)

CSUs are required to **regularly** pre-plan & re-plan, train, exercise and self-study (pre-crisis) - and to conduct actual crisis response operations when so directed - such operations generally corresponding / relating to any particular CSU's '**normal business**' roles & responsibilities

Re this **CRPM Part 2**, the concept of operations for each CSU is that it should handle relevant aspects of **incident response** at Department / Business Unit level, as applicable to incident circumstances 'on the day' - and also as directly related to the associated (day to day) roles, responsibilities and accountabilities of the particular (CSU's) parent Department / Business Unit

Those parts / personnel of a particular Department(s) / Business Unit(s) **NOT** involved directly with an incident response (i.e. the **non-CSU** parts / persons), should maintain concurrent **normal business** ops and, as required - any associated **disrupted** (*business continuity / recovery*) ops

For CSU specific "serious or significant aircraft incident" response **PRE-planning** purposes - CSUs shall be given access to **this** document (i.e. **CRPM Part 2** [the document you are reading now])

They are then required (with oversight and assistance from the airline's 'crisis response planning manager' / equivalent person) to produce their **own** corresponding / associated CSU documented policies, plans, procedures and checklists - targeted at their **own** specific responses - as related to each of the incidents depicted in the Incident Matrix, as set against the background of a relevant 'worst case scenario' (whatever that might be for each CSU)

Additional incidents (not covered by the matrix) shall also be identified and addressed where the airline and / or a particular department so requires e.g. incidents involving the welfare / safety of operating crew but not necessarily related to an **aircraft** incident (see also 'note' to '**other** types of incident' on next page)

Thus, after a decision has been made by e.g. the ODM or IRT - to involve particular CSUs in the incident response & recovery, said CSU(s) can generally be expected to 'get on with the job' as per **pre-prepared** and **exercised** CSU "incident plans, procedures and checklists", under overall oversight of the ODM or IRT

Where required and directed, selected CSU personnel can represent (by delegation) their Head of Department (or equivalent person) on the IRT, as appropriate to actual circumstances 'on the day'

Note - airline departments / business units may also be required to permit their staff to volunteer for airline related crisis response duties which are **not** covered by the CSU concept e.g. the airline's **Humanitarian Assistance Team**. Alternatively / additionally, such service and similar (e.g. the airline's **Emergency Call Centre Team**) can be outsourced



Other Types of Incident (i.e. **NON-aircraft** related)

'Appropriate Incident Response' for types of incident **other** than 'aircraft related' shall be detailed in the appropriate part of the CRPM (e.g. Part 3 for Operational Disruption / Business Continuity; Part 4 for Public Health type crisis; Part 5 for Natural Disaster etc.) and / or 'handled flexibly and logically on the day' - using / adapting the most appropriate CRPM procedure(s) for guidance

Note - Incidents which might be classed as 'sensitive and / or personal' should be given the appropriate level of care and discretion in handling e.g. the group involved in the response should be kept as small as possible and briefed on the need for discretion. This is particularly important for Cabin Crew, Flight Operations and HR CSUs

As with aircraft related incidents, potentially involved CSUs shall **pre-prepare** their own, separate documented policies, plans, procedures and checklists accordingly, in order to respond effectively and efficiently to such 'other' types of incident

Media Response (Crisis Communications)

In many actual (airline) "serious incidents" the media (all types) has often taken a close and sometimes adverse interest (adverse in the sense that a "story is a story" and that the associated facts are not necessarily relevant to some of the media in their quest to publish). Today, of course, all forms of 'social media' are also significant considerations

Accordingly, a crucial element of the incident response might lie with the role of the ABCX Airways Corporate Communications / Press Office CSU (depending on actual circumstances 'on the day')

As with a catastrophic aircraft accident, any mishandling of the media etc. can potentially have dire consequences. Accordingly, all ABCX Airways staff involved with incident response should be instructed to refer media queries to Corporate Communications / the Press Office CSU (via the ODM / IRT as appropriate)

As the ABCX Airways Corporate Communications Department / Press Office comes under the definition of a 'Crisis Support Unit' - a **pre-prepared** crisis communications plan for dealing with **incidents** must be in place - and frequently trained / exercised / reviewed / maintained etc.

Generally speaking, all press releases and / or statements related to **incidents** shall be approved by the on-call ABCX Airways Crisis Director (or any other Director level person if more appropriate to actual incident circumstances on the day) **before** release

Aircraft Related Incident Scenarios

Three typical "example" incident **scenarios** start on the next page. The purpose of the scenarios is to assist the reader to better understand the incident response process, from a **practical** response viewpoint..... + with some guidance also provided on the associated colour code alert states which might typically have been expected to be declared by the ODM, as related to each scenario:



Sample Scenario - Serious Incident

Scenario 1 - Incident *not* having *Disruption* as a Major Factor

This scenario is based on an *actual* (real) 'serious' incident. Facts were:

- Twin engine 'heavy' aircraft en route Middle East to Australia
- Fire/smoke occurred in a suitcase located in the baggage hold
- Fire/smoke assumed by crew to be extinguished by aircraft fire protection system (but no *positive* evidence that this had been achieved other than the normal fire/smoke detection system indications)
- MAYDAY (emergency) declared by Captain and flight diverted to an airport in India
- Aircraft evacuated normally (no slides) after an uneventful landing - no injuries
- Ground handling at airport "very confused"
- Severe communications problems between airline HQ, the aircraft crew and the 'airport diverted to'
- Early (and subsequent) confusion at airline HQ as to the facts of the incident - and as to the type / degree of incident recovery required
- Breakdown in crisis communications (dealing with the media; airline staff etc.)
- Apart from direct and immediate operational / engineering type issues, there were identified "gaps and flaws" in the airline HQ's subsequent incident recovery response, especially in the areas of support to the crew and passengers and dealings with the media. In general, matters were handled 'on the hoof' i.e. in a 're-active and ad hoc' rather than a 'pro-active' manner

At the time of this incident, no documented 'Incident Response / Recovery Plan' was available to the airline concerned (it was subsequently produced as a direct result of adverse fallout / consequences of the "less than desirable incident response handling" referred to above)

Suggested 'typical' Response

In the example above, and assuming that an Incident Recovery Plan similar to *this* ABCX Airways document *had* been in use at the time, immediate notification (alerting & activation) calls would have been made in accordance with the Incident Recovery Policy + the IRT activated to manage the incident response. The appropriate checklist would have been followed (see page 27)

Other, appropriate airline departments / business units (other than those represented by the IRT) i.e. CSUs - would also have received early notification of this incident (an example of where use of the Incident Matrix would have been invaluable) and would then have activated their own *pre-prepared* Incident Response Plans accordingly

It would have been advisable to despatch a small "GO Team" (from airline HQ) to the Indian airport, with an appropriate element of the airline's 'Humanitarian Assistance Team' (HAT) on board (amongst others) - the HAT then supporting both crew and passengers upon (HAT) arrival at the Indian airport. A small crisis comms team would have also been deployed along with other appropriate (to the incident) CSU representation e.g. airport services, cargo, flight ops, cabin crew, engineering, flight safety etc.

Note - the incident described above would probably have been *initially* classified by the ODM as *Orange* alert state and de-escalated in due course to *Yellow*. In this particular sample / example, the period for which the incident might have been maintained at *Orange* would typically have been related directly to the satisfactory management of any 'adverse media interest' type factors



Scenario 2 - Serious Incident - also having associated Disruption as a Major Factor

This incident is fictitious, but demonstrates the link between the incident response system and associated operational disruption (business continuity / recovery) type factors

Scenario

An ABCX Airways aircraft carries out a high speed rejected take off at xxx (UK located) airport. Due heavy braking, the aircraft experiences multiple tyre bursts and a brake fire. It stops on the runway and is evacuated successfully using slides. There are no major injuries and only a small number of minor injuries

Aircraft damage and other circumstances lead to an estimated time scale of 12 hours to remove the aircraft from the runway and to 'clean up' ready to resume airport ops. Most other UK airports are concurrently experiencing dense fog which is severely curtailing flight operations in the UK

The aircraft removal process occurs during a peak arrival and departures period at xxx - and is also in the middle of a 'peak travel' public holiday period in UK

Note: Above scenario assumes that **xxx is also the main hub / operational airport** of UK based ABCX Airways

Suggested Incident Response

In this scenario, the **IRT** and appropriate **CSUs** would be directed to activate immediately in order to manage the **incident**. Additionally, and using the Incident Matrix for guidance, wider airline and external involvement would almost certainly be required e.g. possible operation of part of the **Emergency Call Centre** and **Humanitarian Assistance** Teams; possible activation of an (external) aircraft recovery team etc.

As there were no significant injuries and aircraft damage relatively minor, the incident recovery response, if handled correctly, should lead to an early and successful conclusion from the **incident** viewpoint

Suggested Disruption Response

Concurrent with the above 'incident' response, the OCC and relevant parts of the airline (other than the IRT and CSUs) deal with the **Disruption** (business continuity / recovery ops) whilst (also concurrently) maintaining 'normal' operations (insofar as is possible in the actual circumstances 'on the day')

NB - In the above scenario it is almost certain that the ODM would initially declare colour code alert state **RED** - due to lack of immediate information re 'what happened'. **CRPM Part 1 (ERP)** would thus be invoked

Gradually (as the 'facts' became known with time) it is likely that the colour code alert state would be de-escalated to **Orange** - and eventually to **Yellow**. **CRPM Part 1** procedures would thus be cancelled and **CRPM Part 2** procedures invoked / take over instead

However, if operational disruption is severe - the alert state may well stay at **RED** (**NOT** now due to the potential 'seriousness' of the incident itself - but as a result [instead] of the associated business continuity / recovery implications and consequences)



Scenario 3

Further below (boxed) is a description of an **actual** major accident to a British Airways Boeing 777 - at London Heathrow, on 17 Jan 2008. The circumstances are relevant to users of this **CRPM Part 2** document, as by any definition this was a serious accident, but would not be termed as '**catastrophic**' or '**disastrous**' under current 'ABCX Airways' crisis response philosophy / policy / guidelines etc.

Given the same circumstances as below, it is likely that ABCX Airways would have **initially** (immediately) responded by using the (its) appropriate **CRPM Part 1 (ERP) - Aircraft ACCIDENT Procedures**, the latter typically used **only** for the **catastrophic aircraft accident** type situation i.e. a **RED** Alert

This is because, for the first 30 minutes or so following 'impact with the ground', the 'status' (dead, injured, uninjured, missing etc.) of the accident 'victims' (crew, passengers, third parties on the ground) was largely unknown

However, as it eventually became clear that no fatalities (or even serious injuries) were involved, the ABCX Airways **RED** Alert might have been de-escalated to an **Orange** Alert - and a transition made to the procedures outlined in **this** document i.e. **CRPM Part 2 - Aircraft INCIDENT Procedures**

Note that the ABCX Airways overall crisis response system is flexible enough to utilise a 'mix' of procedures contained in **both** documents referred to above, as appropriate to actual circumstances 'on the day'

Crash Landing at LHR

Loss of power to both engines seems to have caused a BA Boeing 777 accident at London's Heathrow Airport (LHR). The aircraft crash-landed just inside the airfield boundary and just short of the southerly runway (27 Left). The aircraft stopped just short of the runway threshold - having travelled about 350m from impact point

Around 135 persons on board (including crew) left the aircraft via the emergency slides. Apart from minor injuries sustained by 3 persons - the remainder of the crew and passengers were not injured

This Beijing to London flight appears to have experienced a major loss of power on both engines in the last few moments before touchdown. The reason for the power loss is not yet known, but the crew managed to control the descent - touching down onto the grass, directly in the runway undershoot area

On making ground contact the landing gear dug into the soft surface with the left main wheel structure being forced through the top of the wing by the impact. The right main wheel broke off. One of the engines also broke off on impact with the ground. There was no fire

Many passengers subsequently commenting indicated that the approach felt normal and the crew did not provide any warnings - but many (passengers and cabin crew both) did not actually realise that the aircraft had experienced a very serious problem - until the aircraft was evacuated by use of slides

The Heathrow weather was good at the time and not thought to be a causal factor in this occurrence



Appendix A1 - **SERIOUS AIRCRAFT INCIDENT (Air) - MATRIX**

TYPICAL SERIOUS INCIDENTS - AIR	AIRPORTS	PRESS OFFICE	EP	CS	ENG	FLT OPS	OPS CONT	H & S	OAL	FS	HAT	SEC	TOP MGT	STN MGR or GHA
NEAR COLLISIONS (Airmiss/Airprox etc.)	Y	Y	Y	Y	?	Y	Y	?	Y	Y	?	N	Y	?
COLLISIONS (not classified as accidents)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	?	Y	Y
CONTROLLED FLIGHT into TERRAIN (close avoidance)	Y	Y	Y	Y	?	Y	Y	?	Y	Y	?	N	Y	?
*ABORTED TAKE-OFFs	Y	Y	Y	Y	?	Y	Y	?	Y	Y	?	N	Y	Y
**TAKE-OFFs	Y	Y	Y	Y	?	Y	Y	N	Y	Y	N	N	Y	?
***LANDINGS	Y	Y	Y	Y	?	Y	Y	N	Y	Y	N	N	Y	?
RUNWAY INCURSION (Severity 'A')	Y	Y	Y	Y	?	Y	Y	N	Y	Y	?	N	Y	Y
****AIRCRAFT PERFORMANCE	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	?	N	Y	?
FIRE and / or SMOKE in COCKPIT	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	?	Y	Y
*****FIRE and / or SMOKE (Elsewhere)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	?	Y	Y
OXYGEN USE (by Flight Crew)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	?	?	Y	?
STRUCTURAL FAILURE (or engine disintegration etc.) - not classified as an accident	Y	Y	Y	Y	Y	Y	Y	?	Y	Y	Y	Y	Y	Y

- * On a closed or engaged runway, on a taxiway or on an unassigned runway
- ** From a closed or engaged runway, from a taxiway or unassigned runway
- *** (Or attempted landings) on a closed or engaged runway, on a taxiway or unassigned runway
- **** Gross failures to achieve predicted performance during take-off or initial climb
- ***** For example - passenger compartment, in cargo compartments or engine fires, even though such fires were extinguished by the use of extinguishing agents



SERIOUS AIRCRAFT INCIDENT (Air) - MATRIX (continued)

TYPICAL SERIOUS INCIDENTS - AIR	AIRPORTS	PRESS OFFICE	EP	CS	ENG	FLT OPS	OPS CONT	H & S	OAL	FS	HAT	SEC	TOP MGT	STN MGR or GHA
*****MULTIPLE MALFUCTIONS	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	?	?	Y	Y
*****SYSTEM FAILURES	Y	Y	Y	Y	Y	Y	Y	?	Y	Y	?	?	Y	Y
*****REDUNDANCY SYSTEMS	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	N	?	Y	Y
FLIGHT CREW INCAPACITATION (in flight)	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	?	Y	Y
*****FUEL SYSTEM / QUANTITY	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	?	?	Y	Y
*****TAKE-OFF / LANDING INCIDENTS	Y	Y	Y	Y	?	Y	Y	?	Y	Y	?	N	Y	Y
LOSS of SLUNG / EXTERNAL LOADS	?	?	?	?	?	?	?	?	?	?	?	?	?	?
ANYTHING ELSE	?	?	?	?	?	?	?	?	?	?	?	?	?	?

- ***** Of one or more aircraft systems seriously affecting the operation of the aircraft
- ***** System failures, weather phenomena, operations outside the approved flight envelope or other occurrences which could have caused difficulties controlling the aircraft
- ***** Failures of more than one system - being part of a redundancy system which is mandatory for flight guidance and navigation
- ***** Fuel quantity/distribution problems requiring pilot's declaration of an emergency e.g. insufficient fuel, fuel exhaustion/ starvation, unable to use all usable fuel on board
- ***** For example under-shooting, over-running or running off the side of runway



Appendix A2 - **SERIOUS AIRCRAFT INCIDENT (Ground) - MATRIX**

TYPICAL AIRCRAFT SERIOUS INCIDENTS - GROUND	AIRPORTS	PRESS OFFICE	EP	CS	ENG	FLT OPS	OPS CONT	HR	H & S	OAL	HAT	SEC	TOP MGT	STN MGR or GHA
Actual / potential death or major injury	Y	Y	Y	Y	?	Y	Y	Y	Y	Y	Y	?	Y	Y
Spillage of hazardous substances	Y	Y	Y	Y	Y	Y	Y	N	Y	?	?	?	Y	Y
Radiation incident	Y	Y	Y	Y	Y	Y	Y	?	Y	Y	?	?	Y	Y
Other Dangerous Goods incident	Y	Y	Y	Y	Y	Y	Y	?	Y	Y	?	?	Y	Y
Substantial damage to buildings or equipment	?	Y	Y	?	?	?	Y	?	?	?	?	?	Y	?
Reportable dangerous occurrence (ground)	Y	Y	Y	Y	Y	Y	Y	N	?	Y	?	?	Y	Y
Fire or Smoke on board	Y	Y	Y	Y	Y	Y	Y	?	Y	Y	Y	?	Y	Y

Notes to Appendix A2 above:

- **Y**= Notify
- **?** = Consider Notifying
- **N** = Do not normally Notify
- The above list is representative **of only a typical selection** of ground incidents - there are others
- The above list should be used as a **guide** when dealing with other ground incidents, as appropriate
- The 'severity' or 'potential adverse implications' of any particular ground incident shall dictate the appropriate response 'on the day'
- The 'appropriate response on the day' shall be guided by the procedures and information contained in **CRPM Part 2** and / or the **Ground Safety Manual**
- Those contacted as per above **must** pass on details of the incident within their own departments and / or relevant spheres of responsibility - as appropriate
- Those contacted as per above are expected to autonomously action the appropriate **CSU tactical** incident response plan for their department and / or sphere of responsibility, as required
- Those contacted as per above should refrain from calling the Ops Duty Manager unless call is operationally important and / or directly associated with the incident
- All ground incidents shall also be reported to the airline person responsible for **ground** safety - as applicable / appropriate



Appendix B

CHECKLIST - Combined ODM and / or IRT - Serious or Significant Aircraft Incident

It has been assumed below that SOP / associated normal operational and business continuity / recovery measures have been / are being / will be carried out by ODM / OCC and other, appropriate ABCX Airways departments / business units etc. This includes the transmission of the usual regulatory and airline required incident related messages (See again page 16 for mandatory reporting requirements where Dangerous Goods had been carried on board the incident aircraft)

This assumption means that the ODM will have chosen the option of activating the IRT and CSUs so that they can take over (from the ODM and team) exclusive airline management of the concurrent incident response operations

The checklist below has (hopefully) been written in such a way that best reflects the options available to the ODM i.e. he / she (ODM, team and 'normal business' airline resources) can either handle 'everything' themselves without activating the IRT and CSUs **OR** choose instead the option referred to in the two paragraphs immediately above

	ACTIONS REQUIRED	☑ ?
1	<p>ODM assesses incident (taking specialist advice if necessary) and declares appropriate alert state colour code - i.e. Orange or Yellow</p> <p>Note - on occasion, it might be necessary to notify an appropriate Department / Business Unit BEFORE the above assessment process e.g. for serious security type incidents the Aviation Security department (or equivalent) shall be alerted immediately. Consult Incident Matrix (starts page 23) for further advice</p> <p>Reminder - if alert state colour code assessed as RED - consult / use OCC (ODM) - Red Alert checklists (separate documents and part of a separate response plan) INSTEAD of this Appendix B checklist</p>	
2	<p>ODM commences SOP incident alerting (alert state colour code declared + brief incident details provided) - either via the airline's automated alerting system and / or some other suitable method(s) (e.g. telephone; email; text; social media; face to face etc.)</p> <p>Reminder - use of direct telephone call / face to face briefing is more suitable for 'sensitive' type incidents</p>	
3	<p>ODM shall EITHER assume direct responsibility (him / herself with associated 'normal business' support) for managing the incident (in addition to his / her other duties)</p> <p>.....OR decide the initial constitution of and then activate the IRT and appropriate CSUs</p>	
4	<p>ODM shall additionally notify directly the airline's most senior manager available + (if IRT and CSUs activated) the parent Directors (or equivalent persons) associated with the specific IRT staff and CSUs so activated</p>	
5	<p>If IRT activated - ODM shall brief them (in the most appropriate way / time / place) when constituted and then hand over incident management & control responsibilities exclusively to them</p>	



6	<p>When (if) formed - the initially constituted IRT shall jointly decide and ‘manage’ its final constitution and agree the appointment of a ‘Leader IRT’</p> <p>The Leader IRT shall thereafter be responsible for exclusively ‘managing’ all aspects of the command, control, co-ordination and communication (C4) aspects of the incident response only, unless ‘senior management’ direct otherwise</p>	
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Note: Checklist items 7 to 12 just below have been written in such a manner that either the ODM or IRT can use them, depending on the ODM’s decision as per checklist item 3 further above. Of course, ‘senior management’ might eventually override the ODM’s initial decision and opt for the alternative. Regardless, the checklist will still work so long as everyone involved clearly understands the active situation prevailing

7	ODM or Leader IRT (as appropriate) to exercise incident C4 throughout response	
8	ODM or IRT (as appropriate) to maintain written / recorded log of events during response	
9	<p>ODM or IRT (as appropriate) to consider / act on:</p> <ul style="list-style-type: none"> ▪ Activation of airline’s Crisis Management Centre facility ▪ Activation of Emergency Call Centre, HAT, Third Party (external) crisis support etc. ▪ Activation and Deployment of a suitably sized / constituted ABCX Airways GO Team ▪ Oversight of regulatory / similar notifications, reports and similar requirements 	
10	ODM or IRT (as appropriate) to initially oversee (handing over eventually to airline’s Crisis Communications CSU when it activates) the overall co-ordination and consistency of all ABCX Airways crisis communications (both internal and external) associated with the incident	
11	ODM or IRT (as appropriate) to initially ensure (handing over eventually to airline’s Crisis Communications CSU when it activates) that all press releases / statements etc. - are approved by Legal CSU and an appropriate Director BEFORE release to the media	
12	ODM or IRT (as appropriate) to ensure that appropriate senior management are kept informed (and regularly updated) of significant developments associated with the progressing incident response	
13	When incident concluded and where so directed - immediate and longer term debriefs shall be held and any feedback points (including corrective actions) documented for associated consideration / action, by the appropriate party / parties concerned	
END of CHECKLIST		



Appendix C

TYPICAL AIRCRAFT **INCIDENT** RESPONSE - FLOW DIAGRAM

