



Information Article

**Airline Emergency Response Operations** - carried out concurrently with: ----->



**Airline Business Continuity Operations** - carried out concurrently with: <-----



**Airline Normal Business Operations** <-----





## Airline Emergency Response Operations

### OBJECTIVE

To maintain **Normal Business** concurrent with simultaneous handling of / response to an associated **Emergency Response** operation - whilst associated **Business Continuity Response Operations** (as described below) are also (concurrently) taking place / required

### SCENARIO

Catastrophic Aircraft Accident (Aviation Disaster) **partially** closes the associated **airline's** main hub **airport** for an indefinite period - when said airline is / was actually operating at said airport 'on the day'

### ASSUMPTIONS

- Accident **Airline's** name is ABCX Airways. Latter is a scheduled, passenger carrier operating short, medium and long-haul flights based on its hub airport (latter located in ABCX Airway's home country)
- ABCX Airways operates a medium sized fleet of wide and medium-body jet aircraft - to 50 destinations in 35 different countries
- ABCX Airways (hub) main (home / HQ) **airport** (XYZ International Airport [**XIA**]) operates approximately 100 - 110,000 movements per annum
- **XIA** has 2 parallel runways - both 11,500 feet/3,500m long. The associated accident has closed one of them. The other (runway) had previously been reduced in length to 6,200 feet / 1900m due WIP (work in progress) and thus cannot be used for aircraft types requiring more than this distance /length
- 2 nearest, suitable and usable commercial **airports** (for ABCX Airways potential use / ops) are in **different** countries, both from each other and from **XIA's** home country. One is 260 nautical miles - nm (480km) from **XIA** and the other 195nm (360km) in the opposite direction
- Two military airports (in **same** country as **XIA** + with runways long enough for ABCX Airways full ops) lie within a 100nm radius of **XIA**
- A different **airline** (HQ in same home country as ABCX Airways) also operates from **XIA** using narrow-body jet aircraft (A320 - 150 PAX max)
- ABCX Airways has a **reasonably effective and efficient** emergency response plan (ERP) in place - as does **XIA** (AEP - Airport Emergency Plan)
- ABCX Airways has a **reasonably effective and efficient** business continuity plan (BCP) in place - as does **XIA** (BCP - Airport Business Continuity Plan)





### WHAT THIS INFO ARTICLE IS ABOUT

This article describes just one (there are more) example 'system' which ABCX Airways can consider using in order to provide *sufficient* (in terms of adequately trained and exercised **manpower**) **HUMAN RESOURCES** to effectively, efficiently and expediently manage / operate 'CONCURRENT ERP, BCP and **NORMAL BUSINESS**' operations (i.e. all at the same time) - as per the information provided on the previous page

### WHAT THIS INFO ARTICLE IS **NOT** ABOUT

This info article is *not* a template / guide etc. for / to the preparation and / or update and / or use of:

- Any type / form of emergency response plan
- Any type / form of business continuity plan

### LEVELS OF KNOWLEDGE REQUIRED

This info article assumes that the reader is already fully familiar (*excellent* working knowledge) re emergency / crisis response planning for the *airline* related '**Catastrophic Aircraft Accident** (Aviation Disaster)' type situation and other, equivalent contingencies

This info article also assumes that the reader is already familiar (to at least a *reasonable* working knowledge) re aviation (particularly airline related) *business continuity* type operations

This info article also assumes that the reader is already familiar (to at least a *reasonable* working knowledge) re **Airport Emergency Plan** type operations

For readers not having the above degrees of familiarity, this info article (whilst possibly being 'of interest') will be of limited, practical use





## INTRODUCTION

The purpose of this information article is to provide the appropriate reader with a suggested solution for how to source and utilise the appropriate **MANPOWER resources required** - which ABCX Airways would typically need if carrying out **CONCURRENT** emergency response (ERP) ops **plus** (+) associated business continuity (BCP) ops **plus** (+) maintaining 'normal business' - insofar as might be feasible / possible in such circumstances (e.g. as per the situation described in the 'scenario' and 'assumptions' shown on page 2)

The particular emergency response operation used herein relates to the **catastrophic AIRCRAFT accident** (i.e. aviation disaster with **mass** fatalities, injuries etc.) type situation

The associated 'solution' proposed herein should also work for similar / equivalent crisis scenarios

**Note well** that nothing contained herein will work (as well as it otherwise might do [if at all]) if the airline concerned does not possess sufficient and capable manpower resources **in the first place**

## THE AIRLINE EMERGENCY RESPONSE PLAN - ERP (some background info)

The author of this info article (the document you are reading now) has previously produced thousands of pages of (hopefully) other, useful information - all relating in some valid way with understanding, producing and managing the 'airline emergency / contingency response plan' - particularly those aspects related to the catastrophic aircraft accident (aviation disaster / mass fatalities) type situation

All of the above can be found (and has been there for many years) via the author's website:

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

**The vast majority of it is absolutely free!**

During the period referred to just above, associated 'Business Continuity' ops were not, initially, a major consideration for the author

This was based on the reasonable assumption that the 'catastrophic aircraft accident' type scenario would not necessarily lead to (concurrent) major business continuity type problems for the accident airline - BUT, if it did, would need to be 'managed' accordingly (but without actually specifying **how** e.g. with what resources; with what plans etc. [in other words, on an ad hoc basis])

However, a dedicated, comprehensive (**aviation** related) BCP preparation guideline **was** eventually produced by said author (see above [linked to] website for access) **BUT** it did **not** adequately cover the fundamental requirement for **concurrent** / **simultaneous** ERP and BCP ops - with both running alongside the concurrent / simultaneous maintenance of **normal business** activities





Some years later (mid-2019) the author had time to think about some of the 'what ifs' regarding aviation related emergency response planning etc. - which had previously been left on the 'back boiler' i.e. to be addressed 'at some future time'

One of these 'what ifs' was the requirement to run a major emergency response operation (catastrophic aircraft accident etc.) - **concurrent** with a major, related business continuity operation (the accident itself being the cause of [and / or main contributor to] the business continuity problem) - **concurrent** with maintaining an (unspecified here) degree of 'normal business' flight operations

Read on to find one proposal for how what is referred to in the last para above - **might now** (today) **be operationally addressed**:

## FURTHER CONTEXT

This info article relates historically to the same context as per the '*thousands of pages of (hopefully) other, useful information*' - as referred to on the previous page

However, we will **now** use (as **FURTHER / ADDITIONAL** context) the requirement to run a major emergency response operation (catastrophic aircraft accident etc.) - **concurrent with** a major, related business continuity operation (with the **accident** itself being the main cause of the **business continuity** problem) - **concurrent with** maintaining a degree of '**normal business**' flight operations

Also note that this info article typically relates **only** to the '**command, control, co-ordination & communication** - (C4)' + related aspects - of said airline's required responses

As such, potential outsourcing of certain emergency response activities to external (3<sup>rd</sup> party), specialist providers (e.g. AVIEM, Blake Emergency Services, Crisis Advisors, Kenyon International, etc.) has been ignored herein, as same will typically not be a significant consideration in **this** specific matter

## BACKGROUND READING

Certain concepts, SOPs, definitions etc. have been used herein. Same are cross-referred to - starting / listed **immediately below** (i.e. they are **not** part of the document which you are reading now)

However, do consult them (as required) as it might otherwise not be possible to adequately use the advice in this document (the one being read now), as originally designed / intended

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

When above webpage opens scroll down until you find the 'Info Article' entitled '**Glossary of Terms**'.  
Click on it to open and read

The 'definitions' etc. found in the above referred to glossary predominately relate to the **catastrophic aircraft accident** (aviation disaster) type situation





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

When above webpage opens scroll down until you find the Info Article entitled:

‘Typical Manning & Equipment Models for Airline **Crisis Management Centres**’ (Click on it to open)

Refer to ‘**CMC Model 2**’ (starts page 7). The latter is the specific Crisis Management Centre (CMC) model which we will be using in **this** information article (i.e. the document which you are reading right now). Note that this CMC Model typically (but not exclusively) relates to the **catastrophic aircraft accident** type situation

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

When above webpage opens scroll down until you find the Info Article entitled:

‘Airline **Crisis Support Units** (CSU) - Typical Roles, Responsibilities & Accountabilities.’ (Click to open)

Note that this document typically (but not exclusively) relates to the **catastrophic aircraft accident** type situation

Ref D: <https://aviationemergencyresponseplan.com/aviation-business-continuity/>

When above webpage opens, scroll down and open the last ‘+ Read more’ box. Once open, click on the **first** link labelled ‘**HERE**.....’

From the document which opens - see pages 54 - 99 (glossary / vocabulary [‘know the jargon’] re **business continuity** type operations)

Ref E: <https://aviationemergencyresponseplan.com/aviation-business-continuity/>

When above webpage opens, scroll down and open the last (4<sup>th</sup>) ‘+ Read more’ box. Once open, click on the **second** link **also** labelled ‘**HERE**.....’

From the document which opens - see:

- All of section 4.25- **and** (+)
- Pages 223 - 238 (**Incident Response Structure** - IRS)







## BASIC CONCEPT

### General / Introduction

This info article provides guidance to passenger and other (relevant) **airlines** etc. when planning for the conduct of **simultaneous / concurrent emergency** response ops + associated **business continuity** ops - whilst **also** maintaining **normal** business ops to the greatest extent possible (including **business recovery** ops as applicable [see Ref D on previous page for how to find definition of latter])

Note that we discuss herein **only** how the **manpower** required to achieve the above is sourced, prepared, utilised etc. - primarily accomplished by adaptation of **existing emergency** response and **business continuity** plans - including associated requirements for manpower resources + the associated facilities from where they operate etc.

Accordingly, it is suggested that it will be necessary to **already** have reasonably effective and efficient emergency response **and** (separate) business continuity plans in place **BEFORE** practically using **this** guidance (latter being what you are reading right now)

### ERP - Command, Control, Co-ordination & Control (C4) System

For the purposes of this info article an appropriate **ERP** C4 system needed to be chosen which not only delivered the best solutions regarding emergency planning and response matters - but could be (relatively easily) adapted (where so required) in order to integrate with any concurrent **BCP** C4 ops

The '**Crisis Management Centre** (CMC) - **Model 2**' is the ERP C4 system chosen (for good reason) herein. For details of the latter, see ref **B** (cross-referred to on previous page)

### Crisis Support Unit (CSU) System

Any airline requires an appropriate method of utilising (to best effect) its 'general' staff / manpower re emergency planning and response (**ERP**) related matters

For the purposes of this info article the '**Crisis Support Unit** (CSU)' is the method chosen herein. For details of the latter, see ref **C** (also cross-referred to on previous page)

(For definitions of the 2 subjects just above - see ref **A** [cross-referred to on page 5])

### BCP - Command, Control, Co-ordination & Control (C4) System

An appropriate **BCP** C4 system needed to be chosen which not only delivered the best solutions regarding business continuity planning and response matters - but was also capable of being (reasonably easily) adapted (where so required) in order to integrate with concurrent **ERP** C4 ops

The '**Disruption Management Centre** (DMC)' is the **BCP** C4 system chosen (with good reason) herein. For details of the latter, see ref **E** (also cross-referred to on previous page)





### Disruption Support Unit System

Any airline requires an appropriate method of utilising its 'general' staff / manpower with regards to **business continuity** planning and response (**BCP**) matters

For the purposes of this info article, creation and utilisation of the '**Disruption Support Unit** (DSU)' is the 'method' chosen herein. For details of the latter, see ref **E** (cross-referred to on page **6**)

(For definitions of the last 2 'headed' subjects just above - see ref **D** [cross-referred to on page **6**])

**WHEN READING WHAT FOLLOWS**, always keep the above, '**BASIC CONCEPT**' in mind - and be guided accordingly







## IMPLEMENTATION

**CMC (Crisis Management Centre) - Model 2** See again Ref B (page 6) - if required

As per Ref B - the 'manning plan' for an airline '**Model 2** CMC' system' has been designed to use absolutely the lowest, possible number of persons (commensurate with what is to be achieved) - whilst also ensuring that same are selected, trained and exercised etc. so as to be as effective and efficient etc. (in their associated **ERP** duties) as it is possible to be, **without** (such persons) actually being dedicated (professional / full-time) 'emergency response planning' staff

Associated CMC **manning** resources will (should) have been planned / sourced (by the airline) so as to be able to fully man the CMC 24H on an ongoing 2 x 12 hour shift basis - **PLUS** (+) have a limited degree of **additional** / **extra** / **contingency** manpower **in reserve** to account for **ERP** related contingencies such as GO Team deployment, overriding 'other' duties, leave / holiday, sickness, duty travel etc.

Thus it is possible (likely?) that such **additional** / **extra** manpower (e.g. '**SURPLUS**' Crisis Directors, Crisis Controllers, Log Managers & CMC Administrators) resources might be available, **over and above** the numbers required to actually run / operate the CMC 24H (via ongoing 2 x 12 hour shifts)

This **additional** / **extra** manpower pool (if available?) could thus be utilised to provide **LEADERS** (Managers etc.) and **other, associated staff** ('workers') for 'managing' the **separate** (Business Continuity) response to any concurrent **BC aspects** of the associated (aircraft accident related) crisis concerned - if so required

**Note 1:** - In the above circumstances, specifically appointed / rostered CMC staff would continue to **exclusively** 'look after' the **ERP** aspects (**only**) of the associated emergency response i.e. the CMC continues to function as it should, complete with its planned (full) 24H manning capability

**IF**, (but only **IF**) after so doing, sufficient, extra (CMC) manpower remains unassigned - this 'extra' could then be assigned to **BCP** roles etc. instead, if actual circumstances 'on the day' so required

**Note 2:** - Where necessary / advisable / possible / feasible, a limited number of **additional** CMC staff (i.e. over and above the minimum number required to adequately operate the CMC 24H on a 'worst case' scenario [emergency response] basis) might be (additionally) **recruited** (pre-trained & exercised) etc. - specifically to account for the possibility of needing to provide manpower for the C4 aspects of a **BCP** response **concurrent** with operating an associated **ERP** response

Note, however, that the latter (as per last para above) is **unlikely** to be a viable option for smaller airlines (due the correspondingly, smaller manpower base available) - meaning that **other** options might need to be considered. However, it may well be that no other option is available at all - and thus the airline(s) concerned will then need to **accept the associated risk**

\* Some possibly useful methods of trying to make available manpower 'useable' to the ultimate degree (e.g. in crisis / contingency related situations as described herein) can be found in the document (contained via the webpage) found at the end of the below link:

<https://aviationemergencyresponseplan.com/free-erp-small-airline/>

When the above **webpage** opens, scroll down until you find the link labelled **HERE** (third para down from top). Click on it to access the above mentioned **document**





## DMC (Disruption Management Centre)

### Leadership / Management

As the 'leadership' team (of a **BC** type response *only*) will typically **NOT** be so 'manpower heavy' (as would be required e.g. for an **ERP** type response), it is *proposed* that just *one* Crisis Director and *one* or *two* Crisis Controllers (drawn from the proposed 'surplus' CMC manpower base described on page 9) man the associated **DMC** (See again Ref E - page 6 if required)

Where available, a spare 'log manager' and 'administrator' might *also* be provided to the DMC (again, from what would originally have been CMC manpower resources)

Unlike the CMC, **24H** DMC manning is **NOT** typically anticipated (but *if* required, 2 x 12 hour shifts should be implemented in a similar way to CMC shifts). Rather, it is envisaged that the DMC will convene 'as and when required' (almost certainly on at least a 'several times per 24H period' basis)

For the above *proposal* to be viable, it would be necessary for **ALL** CMC staff to be (additionally) *cross-trained and exercised* (become competent) in equivalent **BCP** C4 ops

As the BCP is a significantly easier / simpler concept (compared to ERP ops) in which to become competent etc. - it should hopefully not be seen as an 'unreasonable' requirement by those involved / impacted, considering that there is typically no ready, reasonable alternative (other than to *accept the risk and do nothing* [in which case there would have been no need to produce this info article {which you are reading now} in the first place of course!!!])

## Combining Roles / Responsibilities of Crisis Support Units and Disruption Support Units

The basic concept of **BCP** ops related DSUs does not (in itself) typically need to account for the needs of a simultaneous / concurrent **ERP** type operation

This is based on the reasonable assumption that most (realistically the vast majority of) BC related events will **NOT** be associated with the management (C4) of a simultaneous / concurrent (and associated) major (catastrophic / mass fatality) aircraft accident / aviation disaster (ERP response)

Accordingly, (and *as related now* to associated, concurrent **ERP** ops **ACTUALLY BEING REQUIRED** to run concurrently alongside **BC** ops [which should be a 'pre-planned for' airline decision]) this basic concept would need to be **CHANGED**

This can be accomplished by **NOT** placing / requiring a **DSU** presence in the **DMC** (Reminder - such DSU presence [in the DMC] *is* the norm for **BC** related ops **ONLY** i.e. where a concurrent '**emergency response**' is **NOT** required)

Instead, such DSU staff would operate from their '**normal business**' workstations (in the same way as **ERP** related '**Crisis** Support Unit - CSU' staff are similarly required to operate from their normal workstations - during associated **ERP** ops)





However, a significant problem arises in establishing the latter (as per last para above), as both DSUs and CSUs are manpower intensive (heavy on manpower resources) - and to concurrently operate the two as **separate** teams, side by side, **will be impossible** for most (if not all) airlines (even the big ones!). Such a proposed solution is also operationally undesirable, for hopefully obvious reasons

A better (possibly the only) solution is for CSU trained and exercised staff to **also** (**additionally**) undertake **concurrent** DSU tasks where circumstances so require i.e. the concept of **separate** DSUs (i.e. separate from CSUs) would not exist **in such specific circumstances**

Of course, such CSU staff would already be competent (trained and exercised on a regular basis) in their **ERP** related duties. They would thus need to become similarly and concurrently competent in associated **BCP** (DSU) duties

As already mentioned, the latter (BC Ops / Duties) is typically a significantly easier and quicker concept (compared to ERP ops) in which to become competent etc. Accordingly, this should hopefully not be seen as an 'unreasonable' requirement by those involved / impacted (i.e. CSU staff), considering (as already stressed herein) that there is probably no ready, reasonable alternative

Note: - A reminder here i.e. what is contained under the last heading above ('Combining Roles / Responsibilities of Crisis Support Unit and Disruption Support Units') will only be applicable where there is a clear requirement for **concurrent** / **simultaneous** ERP **and** BCP ops to take place. In all other circumstances the concept will **NOT** apply (i.e. will not be activated)

To ensure that this latter note is 100% clear, please review points **1** to **3** below:

1. **When responding to a major crisis** using the **ERP only** (i.e. where **Business Continuity** is **NOT** a major consideration due the actual circumstances existing 'on the day')), the concept and use of the Crisis Support Unit (**only**) **WILL** be applied / utilised

Any **BC** matters which **might** additionally need addressing should be **minor** (for reasons already described / explained further above) and should thus **NOT** typically require activation of the **DMC** and **DSUs**

Any minor BC matters which might actually arise (+ normal business operations too) should then be handled by the balance of the responsible (particular) department(s) / business unit(s) personnel, i.e. those **not** already contributing to the crisis response **as part of the associated, assigned CSU**

2. **When responding to a major crisis** using the **ERP** (where **Business Continuity** **IS** also a **concurrent, major** consideration [due the actual circumstances 'on the day']], the concept and use of Crisis Support Units **SHOULD BE MODIFIED**

This 'modification' requires CSU staff to now **also / additionally** (concurrent with [additional to] their associated **ERP** accountabilities) assume the corresponding roles, responsibilities and accountabilities of **what DSUs would have ORIGINALLY been responsible for in a dedicated BCP type situation only** (i.e. as if **NO** associated **ERP** response was required)





As the vast majority of an airline's departments / business units are required to participate in the CSU concept + any potential (associated) operations - they would also thus now be required to (additionally) support any associated, concurrent BC response as described just above

Associated (BCP related) competency (training and exercising etc.) should thus be **additionally** attained and retained by all concerned

CSUs should (concurrent with all of the above) also contribute to the maintenance / recovery of **normal business** within their own areas of operation

Due the potentially (**very**) high workload which would need to be assumed by CSUs in such circumstances as described above, **ALL** staff from **ALL** airline departments / business units should be required to contribute to the associated CSU - and thus be required to pre-attain and retain all of the (**ERP AND BCP** related) required competencies (training); attend all associated drills (exercising) etc.

3. **When responding to a major crisis** using the **BCP** only (i.e. where Emergency Response is **NOT** a major consideration due actual circumstances 'on the day'), the concept and use of Disruption Support Units only will be applied i.e. CSUs will **NOT** be involved

#### **IMPORTANT:**

The reader should further note an important difference between **ERP only** related ops for CSUs **versus** **ERP / BCP** combined duties for CSUs (as described / proposed just above)

In the former (**ERP only** considerations), CSU staff **need only concern themselves with the ERP response** as it relates to their own, parent department / business unit / office etc.

The latter's \* **non-CSU** colleagues (located in the same department / business unit / office etc) would **separately** look after any associated business continuity related response (and, **IF** there is a BC response required, **it should only be minor** by definition / default. If it was otherwise, we would be looking at an **ERP / BCP combined** response **instead**) - together with the ongoing maintenance of normal ops

\* Reminder - For **ERP only** considerations the DSU concept / practice is not used

As already mentioned, for **ERP combined with significant BCP considerations** - **we propose that CSUs undertake** all roles concurrently i.e. **ERP + BCP + Normal Business**

Where such circumstances are anticipated, it will be absolutely more effective and efficient for **ALL, appropriate staff** in **ALL** (potentially) **involved departments / business units** - to become competent in **ALL associated requirements**





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..... and finally:

Looking back at page 2, the interested reader might be wondering why we included / referred to 'other' airlines operating at XIA airport + 'military airports' also located in the same country in which ABCX Airways is headquartered / has its main base + other commercial airports - albeit located in different (but relatively close by) countries from ABCX Airways 'home' country?

The reason is to demonstrate the various (potential) options that ABCX Airways might be able to consider for continuing its operations (i.e. **business continuity**) in one way, shape or form e.g.

- Use the smaller airline also operating from XIA to take on some of the ABCX Airways load (if feasible)
- Reasonably assuming that ABCX Airways would have had some of its aircraft away from XIA Airport at the time of the associated accident (at XIA) scenario, said aircraft might be able to operate instead from the military bases referred to and / or from the airports mentioned in the nearby countries

These options might not be easy to accomplish but neither should they be impossible - particularly if all of the associated negotiations etc. had already taken place - **as part of good 'business continuity' planning!**

