



Information Article

Airline



Unit(s)

Typical Roles, Responsibilities etc. during (Passenger Aircraft Related) Emergency Response Operations

Relevance

Airline HQ (main based) departments / sections / business units etc. - having actual and / or potential emergency / crisis response duties to perform during an associated, catastrophic aircraft accident / similar impact scenario - may be termed (and are so termed herein) '**Crisis Support Units - CSUs**'

Details of 'what exactly an **airline** CSU is

' plus proposed / suggested typical roles and responsibilities for same - are documented herein

Note - Fictitious (scheduled) **passenger** airline '**ABCX Airways**' has been used to provide 'context' herein

Whatever applies to **ABCX Airways** may be reasonably regarded as also being typically applicable (to a greater or lesser degree) to all medium to large sized **scheduled** passenger airlines (and most other passenger carrying airlines e.g. charter, lease, budget etc.) worldwide - when preparing, training, exercising etc. the **CSU aspects** of the overarching (parent) **airline emergency response plan (ERP)**

This info article can be adapted for use by **other** aircraft operator types (e.g. cargo / executive / VVIP etc.) if / as so required - when preparing, training and exercising CSU / equivalent aspects of their own ERPs. However, appropriate differences should (obviously) be accounted for





CSU - DEFINITION

A CSU comprises **pre-nominated** elements of a passenger airline's HQ based **departments** and / or **business units** - said elements having identified, direct (and / or indirect) specialist / functional role(s) to play (*as related to what it is that they 'do' during 'normal' airline operations / business*), in response to a catastrophic aircraft accident or similar severity crisis

Examples of typical ABCX Airways CSUs include the OCC (see 'acronyms page 6'), Flight Operations, Cabin Crew, Airport Services, Finance, Legal, Insurance, Safety ('Flight' and 'Ground'), Aircraft Engineering, HR, Corporate Communications / PR, Procurement & Logistics - etc. (there are more!)

The **vast majority** of said departments / business units are required to **contribute** (*in reality*) **to the CSU concept and operation** - in some relevant way, shape or form etc.

Simplistically, every such department / business unit (as referred to just above) is considered to be '**virtually**' **divided into two (2) parts during a major crisis response**, with one part (**not** being part of the **CSU**) looking after:

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

Whilst the other part - **i.e. the CSU**:

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

The objective as per above is to **contain / manage the crisis** whilst **concurrently** running separate '**normal business**' type ops (as required / if possible) - together with (+) any associated **disruption** response - if so also required. That is, concurrently running 3 **different** but related responses - albeit with a lesser number of persons assigned to each (inevitably meaning harder work at longer hours for all concerned i.e. an undesirable but unavoidable consequence of any airline handling / managing a major, aircraft related crisis)

Note 1: An example related to the above might be a **catastrophic aircraft accident occurring** at the airline's major hub / operating airport (closing that airport for, say, several days) - requiring:

- a) A crisis / emergency response operation and
- b) A **separate** but near concurrent disrupted operations (business continuity) response, whilst
- c) **Concurrently** maintaining 'normal' ops over the rest of the airline network - (assumed herein to still be operating) e.g. from other, suitable airports etc.

Note 2: A **very** small number of **airline** HQ base located departments / business units will **not** need to form CSUs - e.g. the **Quality Department** typically has no 'quality' specific functional roles to play during **actual** catastrophic aircraft accident response ops. However, Quality Department staff can (and should) still undertake 'generic' (i.e. non-CSU related) crisis response roles - e.g. assisting with airline Crisis Management Centre (CMC) operations e.g. typically in the crucial / vital role of '**CMC log manager**'





Suitably experienced (+ trained, exercised etc.) 'CSU Representative' (CSU Rep[s]) shall be nominated (by the appropriate department / business unit head / senior line manager etc.). Each such rep should ideally have **at least one alternate** (back-up / deputy / proxy) rep. to cover for absence etc. Note that as a general concept, the more CSU members there are to form a specific 'CSU Team' (**BUT** - up to a point) the better. The latter will largely be dictated by the overall (**normal** business related) manpower resources available to the particular department / business unit of concern

Note again that (departmental etc.) **non-CSU** personnel conduct concurrent '**normal**' and '**business continuity**' ops (as required), whilst their CSU colleagues (i.e. from the same department / business unit etc.) respond (on behalf of their particular department / business unit) to the crisis

The pre-nominated CSU 'Rep' + alternate / backup rep(s) shall work closely with the appointed person primarily responsible for overseeing emergency / crisis response planning within the airline (ABCX Airways term for this person is '**Crisis** [Response] **Planning Manager**' [CPM]) - so as to produce, implement, maintain, train and practice (exercise), review etc. their own CSU specific crisis response plans, procedures and checklists etc. as appropriate

The ABCX Airways CPM is:

Insert 'CPM's' name + telephone, email and other contacts here

Note - The fundamental CSU concept is that whilst the CPM will provide (expert) on-going guidance, training, support etc. - **it is the CSU itself** which ultimately owns, prepares, maintains and operates (and eventually re-trains itself in) **its own** crisis (emergency) response plan + associated accountabilities

Note also that CSU staff can: (manpower permitting)

- * Assist in the manning and operation of an airline's **Crisis Management Centre** (CMC) at time of crisis - under the leadership of a Crisis Director / Crisis Controllers **AND / OR**
- * Conduct own emergency / crisis response ops from **normal** work place **AND / OR**
- Deploy as part of the accident airline's **GO Team** - as required / if appropriate etc.

* The location(s) from which CSUs operate at time of crisis depend on the associated (emergency response ops) 'command and control' 'model' / type (several different types exist) used by the particular airline

Each CSU should provide (must have available 24 / 7 / 365 **if** airline operates 24H) a suitably trained / current **CSU 'key person(s)'** - readily contactable for potential crisis response duties and / or providing related, specialist advice specific re his / her particular CSU. For the appropriate '**contactable period**' assigned to any such key person (suggested as being weekly) he / she should:

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

** The term 'reasonable' is not defined herein - but should be interpreted logically / sensibly. As a guide, about 2 hours travelling time **absolute maximum** is suggested - after accounting for **all** expected / anticipated traffic factors (e.g. local rush hour[s]; road works) etc. - appropriate to actual **local** circumstances '**on the day**'





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

Furthermore, typical CSU roles, responsibilities, accountabilities etc. assigned to individual department / business units in **this** guideline / template (starts page 7) - might be assigned to an entirely different department / business unit in reality. (For example, airline X assigns loading of the airline's GO Kit to Cargo CSU; airline Y might assign the same responsibility to Airports Services / Ground Operations and / or Aircraft Engineering CSUs [perhaps e.g. due the airline not having its own Cargo Department / Business Unit?])

Lastly - use of the term '**Tour Operator**' herein is generally refers to a joint company / entity - predominately selling vacations, tours and similar (i.e. 'package tours / holidays') to the public and **also** using its **own** (owned etc.) **charter** airline etc. so to do / operate etc.

Passenger Airline Departments / Business Units **typically** required to Form CSUs

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

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





Notes re above table:

1. CSUs (unless planned / advised otherwise [e.g. they **may?** be required to operate from the airline's Crisis Management Centre **instead of / in addition to** operating from normal work location]) should plan on operating 24H (12 hour back to back shifts) from **normal work** location - during crisis response operations
2. * = Emergency response teams which do **not** have a formal 'parent' airline (or similar) department / business unit. Although not 'technically' CSUs they are treated as such
3. ** = CSUs having a liaison / support role in the airline's Crisis Management Centre (CMC)
4. # = CSUs expected to **additionally** deploy staff as part of airline's GO Team - as required
5. Appropriate departments / business units with low staff establishment (typically 1 or 2 persons only) **shall still form a CSU** if the department / business unit's crisis response roles and responsibilities so require. However, the associated manpower limitations / associated difficulties of such CSU ops might be difficult - and must be 'managed' accordingly (e.g. by the CMC and appropriate line management teams etc.) 'on the day'
6. Some CSU elements may operate remotely from company HQ / normal work location (but **not** as an element of any deployed GO Team - in the context used herein) - **depending on crisis response roles** (e.g. airport services / ground ops staff nominally based at airline HQ location - but actually required to work from the [co-located or nearby] hub / main airport associated [as applicable] with that airline HQ location)

Note - Where an airline is part of a 'parent' group / company - it is strongly recommended that an equivalent of the CSU concept be similarly adopted by said parent group / company - if appropriate and so authorised / approved

In such circumstances, the division of authorities, roles, responsibilities, accountabilities etc. (i.e. between the airline and parent group/company) - must obviously be carefully planned, agreed, documented, trained, exercised for etc.





Generic Acronyms used herein (list is not exhaustive)

C4	Command, Control, Co-ordination and Communications
CC	Crisis Controller
CCC	Crisis Communications Centre (at Airline HQ)
CD	Crisis Director
CMC	(Accident Airline's) Crisis Management Centre (located at Airline HQ)
CPM	Crisis (Response) Planning Manager (Full time job)
CRPM	Crisis Response Planning Manual
CSU	Crisis Support Unit
CST	(Airline) Crash Site Team (Comprises Aircraft Engineering + Airport / GHA reps)
ECC	Emergency (telephone) Call Centre(s)
ERP	(Airline) Emergency Response Plan
FR	Family, Relatives and Friends
HAT	Humanitarian Assistance Team (airline's own team and / or as externally provided)
HR	Human Resources
ICT	Information and Communication Technology
OCC	Airline's 24H Operations Control Centre (located at Airline HQ)
ODM	OCC's - Duty Manager
OHS	Occupational Health and Safety
NOK	Next of Kin (closest relative + similar / equivalent meanings)
PPE	Personal Protective Equipment
* SAT	Special (Humanitarian / Family etc.) Assistance Team
SEP	Safety and Emergency Procedures (training unit)
UPS	Uninterrupted Power Supply System

* NB: The **preferred** term used in **this / our** series of info articles is '**Humanitarian Assistance** - i.e. **NOT** other equivalent terms e.g. '**special**' or '**family**' assistance. However, all three (and other related) terms are in common (worldwide) airline use (with broadly the same meanings) - as at 2024

Note that where the term '**special assistance team**' is used in the context of aviation emergency response, we are **NOT** referring to the type of special assistance commonly used at **airports** to assist e.g. the elderly, the disabled, unaccompanied minors etc.

Note - in order to better understand the generic terminology used in this information article - the reader is referred to (**separate** information article in this series):

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

When above webpage opens, scroll down until you find the document / article entitled:

* **Information Article - Glossary of Terms** - Aircraft Operator ERP

Click on the document / article title to open it for reading





ABCX Airways

Typical Roles / Responsibilities - Airline Crisis Support Units

Important Reminder: Following info is based on generic (fictitious) passenger airline - **ABCX Airways**

Airports / Airport Services (otherwise known as 'Ground Ops')	8
Business / Staff Travel	10
Cabin Crew	11
Commercial (Call / Contact Centre)	12
Commercial (Airline Planning)	13
Commercial (Sales / Retail / Marketing)	14
Cargo	15
In-flight Catering	16
Corporate Communications / PR	17
Emergency (Telephone) Call Centre	18
Aircraft Engineering / Maintenance	19
Facilities	21
Finance	22
Flight Operations	24
Flight Safety	26
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Medical + Health & Safety	28
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Humanitarian Assistance Team - HAT	30
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IT (ICT)	33
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Appendix A

ERP General Awareness Training for ABCX Airways Staff having no ERP Related Roles (That is [i.e.] - for non-CSU nominated staff from airline departments / business units)	47
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Crisis Support Unit

AIRPORTS DEPARTMENT (as typically located at parent airline HQ)

General (*Pre-planning*)

- Establish own **internal** alerting and activation plan / system
- Prepare, document and maintain the Airports HQ CSU - **E**mergency **R**esponse **P**lan - with assistance (if required) provided by the airline's own 'expert' emergency response planning staff
- *Oversee* preparation, documentation, implementation, maintenance and review of 'Station' emergency response procedures (i.e. for **each** ABCX Airways airport **regularly** operated to) - with advice on same being typically provided by airline's own expert emergency planning staff
- *Oversee* preparation, documentation, implementation, maintenance and review of an appropriate process designed to ensure that ABCX Airways aircraft accidents occurring at 'ad hoc' (one-off / non-regular) airport destinations - are handled / managed in the most appropriate manner possible (from airline viewpoints) - with advice on same being provided by the airline's expert, emergency response planning staff
- In conjunction with other, appropriate CSUs (e.g. Procurement) - ensure that the '**emergency response assistance**' provisions of IATA Standard Ground Handling Agreements (SGHA) - if any - are engaged and used to full effect (Note: such provisions are thought to be only available in the **2008 / 2013 / 2018** SGHA versions)
- Pre-plan most effective, efficient and expeditious method of boarding the airline GO Team at departure airport - wherever latter might be (e.g. a suitable no ticket [NO REC] procedure)
- Maintain (i.e. regularly update) your CSU crisis contacts directory (also pass all updates to CPM)
- *Oversee* the preparation / regular updates of **Station** crisis (emergency) contacts directories
- Regularly check all associated hardware, software, telecommunications, documentation and any other issues associated with the assigned **Airports** CSU desk position within the CMC - **and / or** at any other appropriate Airports CSU 'emergency response assigned' operating location(s)
- Conduct initial and refresher CSU training in / exercising of - 'Airports HQ CSU' emergency response procedures - and maintain appropriate records
- *Oversee* initial and refresher training in /exercising of - 'Station' emergency response procedures, including the maintenance of appropriate records
- Provide ongoing ERP general awareness training for **non**-CSU airports department colleagues
- Plan to use the 'Airports HQ CSU' ERP document to guide actual crisis response ops 'on the day'
- Ensure all ABCX Airways 'Station(s)' plan on using their own 'ABCX Airways' emergency response plan(s) - to guide **local** response during actual crisis (*i.e.in conjunction with but subordinate to* any **Airport Operator's** (i.e. not the airline) Emergency Plan (**AEP**) available locally)
- Refine / update etc. CSU and 'Station(s)' emergency plans post real crises and / or exercises - as a result of 'lessons learned' type feedback

Specific (*During Crisis*)

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





Specific (During Crisis) - *continued*

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





CSU

BUSINESS / STAFF / INDUSTRY TRAVEL

General (*Pre-planning*)

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

Specific (*During Crisis*)

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





CSU

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

General (*Pre-planning*)

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

Specific (*During Crisis*)

- Activate Cabin Crew CSU's **internal** alerting and activation system
- Activate and man the Cabin Crew CSU
- Invoke the Cabin Crew CSU's ERP
- Activate / man 'Cabin Crew' desk in CMC and / or other location - as per airline SOP / ERP
- Provide specialist advice to Crisis Director and CMC Team etc.
- Oversee selection of (suitable) **operating cabin crew** for GO Aircraft - as required
- If GO Team is to deploy, provide appropriate **GO Team** Cabin Crew representation (on GO Team)
- Provide specialist air accident investigation personnel for GO Team - as required / permitted
- In conjunction with ICT and HR CSUs, *monitor the locking out / freezing of the relevant cabin crew **electronic** personnel and document system records - as associated with the accident flight*
- Manage the *collection / safeguarding* of all other appropriate cabin crew personnel documentation e.g. hard copy personal records maintained by HR department; SEP unit etc.
- Manage the *collection / safeguarding* of a complete set of appropriate, current cabin crew Operations Manuals and associated publications (NB: **must not** to be amended after collection)
- Monitor the airline's overall Humanitarian Assistance Team '**Peer Support**' task - i.e. in providing the required support to surviving 'accident flight' cabin crew, in this specific scenario
- Arrange for other / additional, suitable and on-going support to appropriate cabin crew's **FR** (including serious injury / death notifications as required - the latter strictly in accordance with the appropriate / applicable laws / culture / custom / best practice / airline policy etc.)
- As required, liaise with appropriate authorities, cabin crew FR, specialist 3rd party contractors etc. - re provision of ante-mortem DNA, Dental / Fingerprint / Medical Records, Death Certificates; Repatriation and Funeral Arrangements; Memorials (services / structures etc.) etc.
- Provide / oversee internal crisis information (internal comms) and support to the cabin crew community and their FR - as a whole / in general
- Conduct liaison with cabin crew Union - as relevant
- Maintain comprehensive, written record of events (crisis log) throughout crisis

Note: When (if) deploying with a GO Team - ensure that the deploying **cabin crew CSU team** takes with it appropriate **photographs of ALL cabin crew believed to have been on board the accident flight**





CSU (Under Development)

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

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

To be issued

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

See also '**Emergency Call Centre**' entry - page **18**

See also '**Reservations Department CSU**' entry - page **42**





CSU

COMMERCIAL - (AIRLINE) PLANNING (or other associated title for this same department)

General (Pre-planning)

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

Specific (During Crisis)

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





CSU

COMMERCIAL - (including **SALES; MARKETING; RETAIL; E-COMMERCE** etc.)

General (Pre-planning)

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

Specific (During Crisis)

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

(The remainder of this page is under Development)





CSU - AIR CARGO

General (Pre-planning)

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

Specific (During Crisis)

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





CSU

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

General (Pre-planning)

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

Specific (During Crisis)

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

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





Corporate Communications / Public Relations Department / Business Unit

CRISIS COMMUNICATIONS (Internal and External)

The airline's Crisis Communications Team is **not** pedantically a CSU - rather, it might (very loosely) be considered as being one level up (more responsibility / accountability) from the 'average' CSU

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

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

Note well that the CCC and Team is **always subordinate** to the CMC's 'Crisis Director' in all things - including crisis communications

Note: The CCC is operated and manned by staff from ABCX Airways Corporate Comms (PR) department

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

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

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

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

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - **ERP**

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

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





Accident Airline's **Emergency Call / Contact / Information Centre - ECC**

An accident airline's ECC typically / primarily takes in and sends out crisis related information (typically via all the usual communications formats) from / to 'Family, Relatives and Friends' (FR) - the latter being associated 'in some valid way' with victims (both air victims and ground victims as appropriate) of an aircraft accident involving said airline

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

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

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

* This (separate) document (CEPM Part 1 / Vol 4) can be found by following the below link:

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

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

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - ERP

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

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

See also '**Commercial Call Centre**' entry - page 12 of the document you are now reading

See also '**Reservations CSU**' entry - page 42 of the document you are now reading





CSU

AIRCRAFT ENGINEERING / Maintenance etc. - based at Airline HQ (ENG / MAINTROL etc.)

General (Pre-planning)

- Establish own **internal** alerting and activation system
- **Prepare, document and maintain** appropriate AIRCRAFT ENG CSU's **Emergency Response Plan** - with assistance provided (if needed) by the airline's 'expert' emergency planning staff

The **AIRCRAFT ENG CSU ERP** is to also include (or cross refer to) appropriate procedures for aircraft removal / recovery / salvage

- **Oversee** preparation, documentation and maintenance of '**Station Aircraft Engineer**' - emergency response procedures (for each and every airport operated to - having a Station Engineer employed / contracted by the airline) *
- **Maintain** (regularly update) the CSU's crisis contacts directory (also pass all updates to CPM)
- Regularly **check** all associated hardware / software equipment and systems; documentation etc. - associated with the assigned 'Aircraft ENG' CSU position in airline HQ's CMC and / or elsewhere as relevant
- **Conduct initial and refresher training in / exercising of** AIRCRAFT ENG **CSU's** emergency response plan (ENG CSU ERP) - and maintain appropriate records
- **Oversee initial and refresher training in / exercising of** - '**Station Aircraft Engineer**' (or equivalent person(s)) emergency response procedures - including maintenance of appropriate records
- Provide ongoing **ERP general awareness training** for **non-CSU** ENG department colleagues
- Pre-plan to use the ENG CSU **ERP** - to guide response during actual crisis
- Take appropriate measures designed to ensure that '**Station Aircraft Engineer(s)**' pre-plan to use their own emergency response plan(s) - to guide response during actual crisis *
- Refine / update etc. all emergency response plans post crisis and / or exercises - as a result of 'lessons learned' from real emergencies / exercises etc.

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

Specific (During Crisis)

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





CSU

Aircraft Engineering at Airline HQ - *continued*

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

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





CSU

FACILITIES

General (Pre-planning)

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

Specific (During Crisis)

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





CSU

FINANCE

General (Pre-planning)

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

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

Note 2: Finance CSU shall issue (+ manage and maintain) a system of '**inactive**' credit cards to all GO Team Managers - when and as required (suggested credit limit USD \$ 100,000 per card). Said cards to be activated by / via Finance CSU for actual GO Team deployments and / or similar contingencies

Note 3: To be of any meaningful use, it is suggested that the total **cash float** amount retained be at least USD \$100,000 or equivalent currency / currencies

Specific (During Crisis)

- Activate Finance CSU's **internal** alerting and activation system
- Activate and man the Finance CSU
- Invoke the Finance CSU ERP
- Man the 'Finance' CSU desk in the CMC and / or other allocated location - as per Standard Operating Procedures (SOP)





Finance - continued

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





CSU

FLIGHT OPERATIONS

General (Pre-planning)

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

Specific (During Crisis)

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

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

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





CSU

Flight Operations - continued

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

Note: When / if deploying with GO Team - ensure that the flight ops CSU team takes with them appropriate photographs etc. of all flight crew believed to have been on board the accident flight





CSU

Flight SAFETY (Safety)

General (Pre-planning)

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

Specific (During Crisis)

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





CSU (Under Development)

Ground Transport Provider

To be issued





CSU

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

General (Pre-planning)

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

Specific (During Crisis)

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

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





CSU

HUMAN RESOURCES (HR)

General (Pre-planning)

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

Specific (During Crisis)

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

Note: When / if deploying with GO Team - ensure HR CSU rep(s) take with them appropriate photographs of all **staff** (other than crew and positioning ground engineers etc.) believed to have been on board the accident flight





Humanitarian Assistance Team - HAT

A dedicated position is reserved in the accident airline's CMC for said airline's 'humanitarian assistance team (HAT) supervisory / liaison / support' person. The latter will typically be a senior and experienced (currently trained and exercised) HAT Manager / Team Leader - or equivalent

The prime responsibility of the above person / position is liaison between the CMC and any deployed HAT(s) - acting for / on behalf of the airline during major crisis - including any HAT(s) provided by any **outsourced third party** (parties)

A deployed HAT typically provides (i.e. in major accident contexts) humanitarian, welfare and several other forms of direct or indirect support to:

- Air accident victims - including any ground victims
- Family, relatives and friends associated with such victims (air and / or ground)
- Other personnel responding to the crisis - including HAT members themselves, external party personnel and similar etc.

A major HAT responsibility is the provision of '**psychological first aid**' to anyone who might be in need of same

The HAT operation might be run / managed by the involved airline itself - using trained and exercised volunteers from all parts of the airline to make up the associated team. HATs can realistically range in size anywhere from less than fifty up to several thousand persons

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

As airline personnel manning the **HAT desk** in the **airline CMC** are not typically undertaking crisis duties (re the parent airline HQ department / business unit from which they have been seconded) - they are not 'technically' classified herein as a CSU. However, they are trained and exercised for the role in all aspects - in a similar to that appropriate for CSUs

The **CMC HAT desk** is typically manned by appropriately trained and exercised 'HAT' staff - seconded from various airline departments / business units. * Note: For more information on the '**Humanitarian Assistance Team**' - see (**separate** document) - 'CRPM Part 1 [ERP] / Volume 3' - found as follows just below:

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

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

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

Airline - Catastrophic Aircraft Accident - Emergency Response Plan - ERP

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

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





CSU

INSURANCE

General (Pre-planning)

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

Notes:

1. Ensure all 'crisis type' risks are **pre**-insured insofar as possible or as is desired / is in accordance with airline's current 'risk appetite' strategy e.g. typically including (**NB**: list is far from being exhaustive):
 - ✓ Legal conditions and similar (contracts / agreements) and payment for **actual** crisis response services expected to be performed by contracted third party suppliers of same
 - ✓ Payment for emergency travel (world-wide basis), full board accommodation, miscellaneous pay-outs etc. - for FR of accident victims (and for the accident victims themselves)
 - ✓ Funding and expenses associated with the deployment of Company GO Team and / or HAT
 - ✓ Insuring for loss of revenue due to the crisis etc.

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

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

Specific (During Crisis)

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





CSU

Insurance - continued

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

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

For more information on the above follow the below link:

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

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

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

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





CSU

ICT

General (Pre-planning)

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

Notes:

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

Specific (During Crisis)

- Activate own **internal** alerting / activation system
- Activate and man the ICT CSU
- Invoke the ICT CSU ERP





ICT - continued

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

The above to include provision for providing extra server(s) capacity and / or load shedding - in order to prevent saturation / overload (server 'meltdown') of the main company website(s)

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

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





CSU

LEGAL

General (Pre-planning)

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

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

Specific (During Crisis)

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





CSU

LOYALTY SCHEME / FREQUENT FLYER PROGRAMME etc

General (Pre-planning)

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

Specific (During Crisis)

- Activate own **internal** alerting and activation system
- Activate and man the / your 'Loyalty Scheme etc.' **CSU**
- Invoke the above CSU's **ERP**
- Provide specialist advice to Crisis Director and CMC Team
- Provide staff to deploy with the GO Team - as relevant / required
- Provide CMC with appropriate details (records / other documentation / information etc.) of 'frequent flyers' identified as having travelled on board the accident aircraft involved
- Safeguard the details (records) of any such 'frequent flyers' re last bullet point above
- Provide due care and service etc. to any frequent flyer victims of an aircraft accident, together with their (**not** having been on board the accident flight) Family, Relatives and Friends - FR (as relevant / appropriate and always in conjunction and liaison with other 'carers' involved - e.g. the airline's HAT [Humanitarian Assistance Team])

NB: *Ensure that any such care, service and communications have been firstly co-ordinated with the airline's Crisis Management Centre and Crisis Communications Centre*

- Operate from normal work location during crisis *i.e.* CMC presence **not** normally required
- Arrange for psychological, emotional, social and welfare support for own CSU's staff and families - as appropriate
- Maintain a comprehensive and written record of events (crisis log) throughout crisis duration





CSU

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

(IMPORTANT - see note at end of this checklist before starting)

General (Pre-planning)

- Establish own **internal** alerting / activation system (e.g. in order to augment OCC manpower)
- Prepare, document and maintain appropriate 'OCC' CSU's Emergency Response Plan (ERP) - with assistance provided (if required / as available) by the airline's 'expert' emergency planning staff
- Maintain (and regularly update) the CSU's crisis contacts directory (pass-on all updates to CPM)
- Conduct initial / refresher training in / exercising of 'OCC CSU' ERP. Maintain associated records
- Provide ongoing ERP general awareness training for **non**-CSU department colleagues within OCC
- Use 'OCC' CSU ERP - to guide response during actual crisis
- Refine CSU's ERP following actual crisis and / or exercises - as a result of 'lessons learned'

Specific (During Crisis)

- Activate / invoke the OCC CSU ERP
- Transfer 'normal ops' responsibilities (as relevant / possible) to a suitable, alternate **OCC** person
- Commence / maintain OCC crisis log / record of events
- **Remain** in OCC (i.e. attending CMC [when / if activated] is typically **not** advised)
- Classify accident by airline colour code alert state / similar system e.g. **RED Alert**
- Ensure appropriate emergency services (wherever) are aware of accident / incident situation
- Activate **airline's 'Alerting / Activation'** system
- Activate **OCC's** own / specific **internal** alerting / activation standard procedure
- **Ensure appropriate emergency services; 'country authorities' etc. have been** (will be) **provided** (without delay) **with dangerous goods information** (if any) - **re accident aircraft / flight**
- Take all / any actions necessary / available etc. - to obtain the initial **accident flight's passenger and crew lists** ASAP (regularly 'refine' initial list to make it as accurate / complete as possible)
- **Ensure appropriate / relevant emergency services have been provided** (without delay) **with the total number of persons thought to be on board the accident aircraft at this point in time.** Regularly update and further communicate same, as required
- Manage all **airline** aspects of crisis response (as per OCC CSU - Aircraft Accident checklist) until / if relieved of same by the airline's CMC
- Personally advise (by telephone and / or face to face) accident details to airline's most senior manager and (separately [**if** a different person]) to the 'on-call' ABCX Airways Crisis Director
- Arrange for OCC augmented manning, as / if required
- **IF RELEVANT**, co-ordinate / oversee (delegate if practicable [e.g. to other OCC staff; other CSUs such as 'commercial' {airline planning}, aircraft engineering, cargo, flight ops, cabin crew etc.]) - **all aspects of providing a suitable aircraft + associated operating crew** for airline's **GO Team**



**CSU - OCC / continued**

Also co-ordinate (delegate if / as appropriate) **all other aspects of despatching the airline's GO Team itself** (as appropriate / relevant) e.g. selection of destination airport (relevant airport nearest accident location?) + staging airports (as required); flight planning and performance; crewing; over-flight clearances / landing permissions / slots; catering; aircraft configuration; GO Kit loading (working with Cargo CSU); selection / booking of handling agent(s) (in conjunction with Airport (Ground) Services CSU); Customs / Immigration / Health / Diplomatic clearances; Security situation(s) etc.

Note - **Airports (Ground) Services CSU at airline HQ location** is typically responsible for arranging / overseeing the GO Team's **entire check-in and boarding process** - as related to the above

- Activate appropriate (external) 3rd parties (if any) which have been **pre**-contracted to provide associated crisis response services to the airline e.g. Emergency Call Centre; Humanitarian (Family etc.) Assistance; Disaster Victim Identification and Recovery of Personal Effects; Crisis Communications etc.
- Obtain updates re emergency situation from whatever information sources are available. Continue so to do **at least** every 30 - 60 minutes if practicable / possible / required. (Consider maintaining an "open line(s)" to main emergency related location(s), if comms are 'difficult')
- Notify the appropriate air accident investigation authority / authorities of accident details (suggest delegating this to other, competent OCC staff, as the associated conversation / briefing might take some time!)
- Personally advise (by telephone) accident details to all relevant accident flight's **Up Line (Departure)** and **Down Line (Destination)** Stations as / if relevant, together with any other airline Stations **associated** in some valid way with the accident flight (e.g. airline's "Station Nearest" the accident location) - and direct them to activate the relevant parts of their own station / equivalent emergency response plans, as appropriate
- Provide regular briefings to your OCC team on progress of crisis response effort
- Notify accident details to relevant mutual emergency support, code share, alliance or similar airlines / partners (e.g. other forms of lease / charter), if appropriate
- Send out an 'all (airline) staff' message world-wide - advising implementation of the '**Phone Home**' scheme - ensuring that your own (OCC), on-duty staff are similarly advised
- Send SMS message to all Captains' mobile phones, with *brief* accident details. Direct them to instruct their crews to "**phone home**" immediately - if / as appropriate
- Send ACARS / similar message(s) to all aircraft 'off-blocks / in the air etc.' - advising Captains of brief accident circumstances - and asking them to brief their crews (as relevant) at an appropriate time after the flight has landed. However, if 'live news' and / or 'internet / telephone etc.' access is available to passengers travelling on any specific ABCX Airways aircraft flight, Captains should be advised to 'act' accordingly - as per the associated, airline SOP





CSU - OCC / continued

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

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

- When CMC advises that it / they are ready to assume Command and Control (+ co-ordination and communication etc.) of the emergency response effort - **prepare and deliver** (ideally 'face to face') **the associated hand-over brief** and then resume 'normal operations' control duties – as relevant to actual circumstances 'on the day'

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

- In conjunction with the appropriate airline department(s) - arrange for psychological, emotional, social and welfare support for OCC staff and families - as appropriate and so required

IMPORTANT NOTE: The above checklist is shown in a relatively logical order in the professional opinion of the 'author / owner' of this entire document

However, we state clearly here that it is the sole responsibility of any organisation (particularly passenger airlines) choosing to use said checklist operationally, for training etc. - to so do in a manner which reflects the circumstances etc. of its / their own, specific organisation etc. - including the presentation order, content, currency etc.





CSU

PROCUREMENT & LOGISTICS (P&L)

General (Pre-planning)

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

Note: Pre-plan and pre-action **all anticipated** (crisis related) **procurement** requirements

Specific (During Crisis)

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

Plan to provide the above (and more as required) wherever the accident site is located (within reason and depending on actual circumstances 'on the day')

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





Quasi - CSU

QUALITY and SIMILAR / EQUIVALENT BUSINESS UNIT (e.g. AUDIT and COMPLIANCE)

A **very** small number of airline HQ departments / business units are **not** required to form a CSU - in the sense described / defined in the document you are reading right now e.g. an airline's **Quality Department** typically has no related functional roles to play during **actual** (catastrophic) aircraft accident response ops

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

General (Pre-planning)

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

Specific (During Crisis)

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

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





CSU

RESERVATIONS (Customer Contact Centre etc)

General (Pre-planning)

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

Specific (During Crisis)

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

See also 'Commercial Call Centre' entry - page 12

See also 'Emergency Call Centre entry - page 18





CSU

(Aviation) **SECURITY** (AVSEC)

General (Pre-planning)

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

Specific (During Crisis)

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





CSU

(General / Ground) **SECURITY** (i.e. in contrast with 'aviation' security [as per last checklist above])

General (Pre-planning)

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

Specific (During Crisis)

- Activate CSU's own *internal* alerting and activation plan
- Activate own (Security) CSU plan for '**catastrophic aircraft accident**'
- Commence and maintain written (Security CSU specific) crisis log
- Maintain a 24H 'quick reaction' / reinforcement capability (assuming airline operates 24H)
- In conjunction with other, relevant security services - secure and physically control **personnel** entry / exit to the airport
- In conjunction with other, relevant security type services - secure and physically control associated **vehicle** entry / exit; routing; parking etc. inside the airport boundary
- In conjunction with Facilities + **Aviation** (AVSEC) Security CSUs (see associated checklists) + any other CSUs as appropriate - ensure security of all (**local**) company facilities, buildings, accommodation, offices, retail outlets etc. - as might (potentially) be adversely affected as a result of the crisis. Relevant off-airport facilities are included in the latter
- As required / available / for whatever valid reason etc. - liaise and work with e.g. (local) Airport Police; (local) Airport Security; local off-airport police, other relevant (local) security organisations etc.
- As appropriate, make contact and work / liaise with airport security, police, other (relevant) security type agencies etc. - at all **other** ABCX Airways stations, agencies etc. worldwide
- As relevant, provide / arrange adequate airport landside and airside security to any ABCX Airways GO Team checking-in for a GO flight departure, from xxxxxxx Airport (in conjunction with xxxxxxx Airport Police etc.)
- As per last checklists above, arrange likewise (with the appropriate agencies) for GO flight / GO Team arrival(s)





CSU

TOUR OPERATOR (typically applies to 'tour operator / holiday etc. package' type aircraft ops only)

General (Pre-planning)

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

Specific (During Crisis)

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





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Instruction **11** / Production of **Appendix A**

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

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

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





Appendix A to Info Article - The 'Crisis Support Unit'

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

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

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

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

Four other important, training elements to be included are:

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

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

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

