(Catastrophic Aircraft Accident)

Airline GO Team Operations

Relevance:

Airline (aircraft operator) Emergency / Crisis response

Every airline will need to deploy HQ based and other staff to manage, co-ordinate, support etc. - a major accident to one of its aircraft, occurring away from HQ operating base / main hub operating base(s)

The generic term used herein (and also used by many airlines) for those so deploying is 'GO Team'

This article provides a brief overview of the subject

Please take a look at the below notes before reading further

Note 1 - Fictitious (scheduled) *passenger* airline 'ABCX Airways' provides 'context' throughout this article - and has been broadly based on a medium to large sized United Kingdom registered, headquartered & main based operator. ABCX Airways is an international (short, medium and long-haul) carrier - including USA destinations. It is well resourced and supported from an emergency response planning context (manpower, budget, facilities, top management approval & support etc.)

This info article may also be used as a guide to 'GO Team Ops' for other types of aircraft operator / air carrier (e.g. low cost airlines, cargo airlines, VIP operators etc.)

Note 2 - *Terms and acronyms* used herein are mainly *generic* i.e. not specific to any airline, airport etc. Whilst many will be the same / similar to actual terms in day to day use, such 'generic' use / nature should always be remembered and accounted for accordingly

Note 3 - IMPORTANT - for an in-depth explanation of any of the terms used in *this* 'generic' information article - please refer to (*separate*) 'information article' entitled *'Glossary - with additional explanatory material'* - the glossary can be found at:

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

When this webpage opens scroll down until you find the info article entitled:

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

Click to open and read

Note 4 - The full version (parent document) of this information article can be found at:

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

When this webpage opens scroll down until you find the 'ERP' document entitled:

CRPM Part 1 (ERP) / Volume 5 - **GO Team** Operations

Click to open and read

NB: As this abbreviated version (the article you are reading right now) is effectively a direct extract from selected parts of its parent document, any page number type cross-references contained herein relates to the ***parent*** document. Please allow for this accordingly when reading this article

Note 5 - Despite every care being taken in the preparation of this article, it will inevitably contain errors, omissions & oversights, incorrect assumptions, non-functioning links etc. Users identifying same are requested to please notify the author (via email) accordingly at:
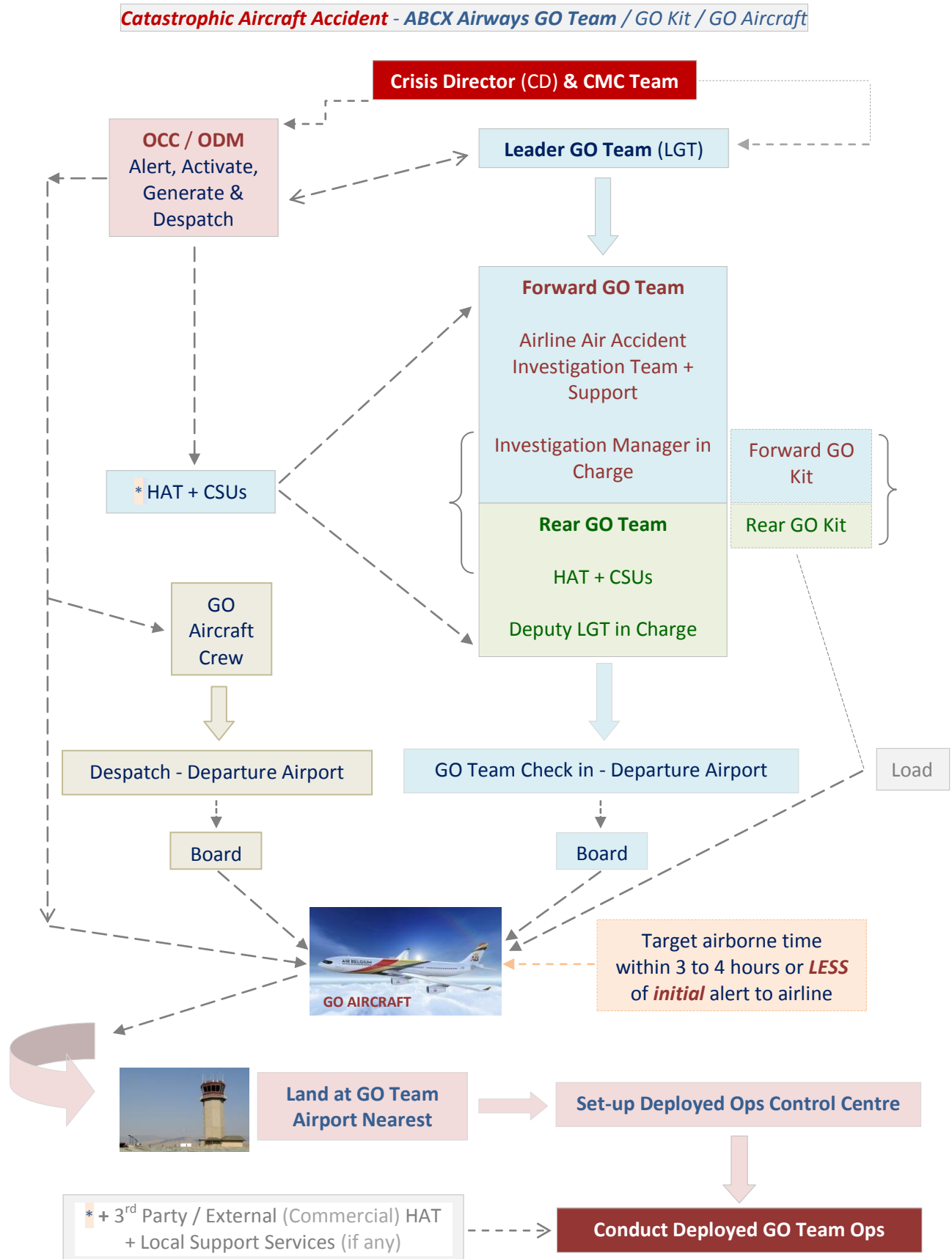
info@aviation-erp.com

Generic acronyms used in this Information Article:

C4   Command, Control, Co-ordination & Communication
CD   Crisis Director (Person in overall charge of airline C4 at Airline HQ)
CMC   Crisis Management Centre (C4 Centre at Airline HQ)
CRPM   Contingency Response Planning Manual
CRC (A)   (Uninjured) Crew Reception Centre - Airside at local airport
CRC (L)   (Uninjured) Crew Reception Centre - Landside (near or off airport)
CSU   Crisis Support Unit
DOCC   Deployed (GO Team) Ops Control Centre
ECC   Emergency (Telephone) Call / Contact / Information Centre
EOC   Local **Airport** Authority's / Airport Management Company's Emergency Operations Centre
             (Airport's C4 Centre (contrast with 'LACC'))
ERP   Airline's **Station** Emergency Response Plan (for use in case of Major Aircraft Accident)
FAC   Family Assistance Centre (usually located in local hotel(s) near or off airport) (see 'HAC')
FR   Family, Relatives & Friends (of associated accident victims)
FRRC   Friends & Relatives Reception Centre (usually located landside at local airport)
GHA   Ground Handling Agent / airline representative at station level (in general)
HA   Humanitarian Assistance Operations
HAC   Humanitarian Assistance Centre (used in preference to 'FAC')
HAT   Humanitarian Assistance Team (used in preference to 'SAT')
H&S   Health and Safety Department / Section
HQ   Headquarters
ICT   Information / Communications Technology
JFSOC   Joint Family Support Operations Centre (usually co-located with HAC)
LACC   Local Accident Control Centre (i.e. an airline Station's C4 Centre) (contrast with 'EOC')
LGT   Leader GO Team (CD qualified airline person in overall charge of airline GO Team)
MGFR   Meeters and Greeters of accident victims (including any FR)
OCC   24H Operations Control Centre at airline HQ
ODM   OCC - Duty Manager
NOK   Next of Kin / Closest Relative
PPE   Personal Protective Equipment
RA (A)   Re-uniting Area - on airport
RA (O)   Re-uniting Area - off airport
SAT   Special (Family) Assistance Team (see 'HAT')
SRC (A)   (Uninjured Passenger) Survivor Reception Centre - Airside at local airport
SRC (L)   (Uninjured Passenger) Survivor Reception Centre - Landside - near or off airport

Note - many of the above acronyms / abbreviations will be the same or similar to those in *actual* airline emergency response plans in world-wide use. However, do remember that they are *generic* - and the intention is not to use them to replace existing terms in emergency plans (unless an airline chooses so to do - which [as a beneficial side effect] will, of course, assist with worldwide standardisation of such terminology)

Catastrophic Aircraft Accident - *ABCX Airways GO Team / GO Kit / GO Aircraft*

Crisis Director (CD) **& CMC Team**

OCC / ODM
Alert, Activate,
Generate &
Despatch

Leader GO Team (LGT)

Forward GO Team

Airline Air Accident
Investigation Team +
Support

Investigation Manager in
Charge

Forward GO Kit

* HAT + CSUs

Rear GO Team

HAT + CSUs

Deputy LGT in Charge

Rear GO Kit

GO
Aircraft
Crew

Despatch - Departure Airport

GO Team Check in - Departure Airport

Load

Board

Board

GO AIRCRAFT

Target airborne time
within 3 to 4 hours or *LESS*
of *initial* alert to airline

Land at GO Team
Airport Nearest

Set-up Deployed Ops Control Centre

* + 3rd Party / External (Commercial) HAT
+ Local Support Services (if any)

Conduct Deployed GO Team Ops

GO TEAM - *GLOSSARY* of SOME TYPICAL TERMINOLOGY USED

Buddy Station Team(s)

Whereas an airline's main 'GO Team' typically deploys from airline HQ's main operating base / main hub airport - a '*buddy station* team' deploys small numbers (perhaps two or three persons only) of appropriately trained and exercised manpower support from that *airline's on-line station(s) located nearest to the accident station / location* - where practicable, possible and feasible so to do

This means (depending on accident location) that a Buddy Team(s) may arrive at the accident location well before the main GO Team coming from airline HQ. For example, if the HQ of a US based airline is in Atlanta and a major accident to one of its aircraft occurs at one of its on-line European stations - then Buddy Teams from its *other* on-line European stations (assuming there are some) could deploy in support of the local station accident response - and thus be in situ significantly earlier than the main GO Team coming from the USA. Appropriately located 'Codeshare' and 'Alliance' etc. airline partners (if any) might also be able to similarly provide 'local' manpower and other, associated resources - as might specialist, commercial service providers contracted by the airline for such purposes (e.g. Blake; Crisis Advisors; Kenyon; FEI etc.)

Crisis Support Unit (CSU)

Elements of various airline HQ based *departments / business units* - having identified (direct or indirect) roles to play, in response to a *catastrophic airline accident or similar* - such roles typically (but not exclusively) relating to "what the CSU's parent department / business unit does during *'normal'* operations"

Some examples of CSUs include the Operations Control Centre, Flight Operations, Customer Services / Service Delivery (including Cabin Crew), Airport Services (sometimes known as 'Ground Ops'), Finance, Legal, Safety, Security, (Aircraft) Engineering, Insurance, HR, Business / Staff Travel, Facilities, Procurement & Logistics - etc. There are more!

Amongst other things, most (but not all) airline CSUs are expected to contribute relatively small numbers of specialist manpower resources *to deploy with the GO Team*

Go Aircraft

The 'GO Aircraft' transports the GO Team + GO Kit to the accident location or as close as possible / practicable to the accident location - i.e. to the '*GO Team Airport Nearest*'. This aircraft might *not* be airline supplied e.g. it might need to be a chartered or military aircraft, depending on whatever the airline's Operations Control Centre Duty Manager / Commercial Department can arrange at short notice *and / or* due to aircraft performance limitations e.g. as dictated by the destination airport etc.

GO aircraft take off time from airline HQ / main operating base etc. should be targeted as being less than about * *3 to 4 hours* (earlier if possible) after the time of emergency notification to the airline

* Based on a scheduled, passenger airline model. Other types of aircraft operation (e.g. tour operator 'package' [charter] type airlines) may be considerably slower - and some (a very small number e.g. some low cost airlines) might be quicker

Note - in most circumstances involving a GO Team deployment by air, it is considered inappropriate (**i.e. a waste of precious time**) to deploy an 'advanced' team to assess the situation' - prior to making a decision as to deploying the main GO Team, *unless very extenuating circumstances dictate otherwise*

This is not to say that an advanced party, typically comprising the airline's *air accident investigation team* (max of about 5 persons), should not so deploy ahead of the 'main' GO Team - if ***significant*** time saving is feasible, given actual circumstances 'on the day'

GO Kit

The GO Kit typically comprises pre-procured and pre-packed materiel required to support deployed airline GO team operations

The equipment comprising the *Forward GO Kit* should basically be sufficient to fully or partially support the *Forward GO Team* operating for an appropriate period - at a 'remote' / equivalent accident site

The *Rear GO Kit* - (mainly stationery, PPE, portable IT and Telecommunications equipment, spares and connections for the latter, batteries etc.) should support the *remainder* of the GO team (the *Rear GO Team*), assuming that they are operating from more "civilised" locations e.g. airport, city, town, etc. - where relatively suitable logistics (e.g. food and water), infrastructure (e.g. communications and accommodation; security etc.) and other required services are available

Note - the concept of Forward & Rear GO Teams will **only** be applicable where an aircraft accident has occurred in what might be termed as a '*harsh*' (whether this is due to natural or man-made circumstances) and / or '*remote*' location. Otherwise, the 'GO Team' is simply just the single, integrated GO Team. Likewise, the 'GO Kit' is, simply, the GO Kit - with no use of the terms or concept of 'Forward' or 'Rear' (with the exception of circumstances already described just above)

Go Team

For anything other than an 'airline HQ / main operating base / main hub' located aircraft accident (or an accident occurring *very* close to such location[s]), a GO Aircraft carrying the airline's GO Team and GO Kit would typically be despatched to the most appropriate 'GO Team Airport Nearest' - as soon as possible after initial notification of the accident to the airline

The term 'GO Team' refers to a group of management, specialist, volunteer and support personnel, typically sourced from airline HQ / airline home country, tasked with:

- On site airline management, assistance and support of / to any airline Station (or similar), during and after a major aircraft accident affecting the Station directly (or possibly indirectly)

- Managing and executing airline aspects of any on-site local crisis response at "remote" air accident locations i.e. those occurring during "en route" phase of flight or at a considerable distance from a suitable (GO Team) destination airport

- Co-ordination and co-operation with 'local authorities'

- On site Humanitarian Assistance Operations

- Assisting with appropriate on site investigations e.g. aircraft accident investigation - to extent permitted by relevant regulatory authorities

- Preserving or possibly enhancing the airline's reputation

- Anything else as appropriate to actual circumstances 'on the day'

The GO Team / Kit comprise manpower and resources / equipment designed to primarily supplement local emergency response efforts by local responders. A GO Team typically comprises a Command and Control element; an airline Accident Investigation Team; a Humanitarian Assistance Team, a Crisis Communications presence and an Operations Support & Administration (Ops Support & Admin) Team - the latter formed primarily from the required (depending on actual accident circumstances) Crisis Support Unit (CSU) representatives from airline HQ

The airline Operations Control Centre's initial emergency alerting message will make it clear if GO Team deployment is required

The GO Team for a major, international airline (flying wide-body aircraft) can be expected to number in the high hundred persons or even more - the majority comprising the 'Humanitarian Assistance Team (HAT)' element - with much of the remainder coming from Crisis Support Units. *(The HAT is typically provided by the airline itself and / or by third party [commercial] humanitarian assistance specialists*

*Note that the **latter** will typically [but not exclusively] deploy **separately** to the accident location, under own transport arrangements [which will typically require deployment via '**normal'** scheduled flights and / or equivalent - including surface transport, as required]. This means that such 3rd party teams **might** take a significant amount of time to arrive at the accident location*

Very large GO Team deployments and / or periodic rotation of GO Team personnel can mean a requirement for several (different) GO Team flights

A government appointed 'Air Accident Investigator(s)' (typically from the Civil Aviation Authority / similar of the 'State of Registration' etc. of the accident aircraft) might 'request' to deploy with the airline's GO aircraft in appropriate circumstances. Additionally, selected representatives of the Media and airline contracted third party emergency services providers may also be 'invited' to travel on the GO aircraft - at airline discretion

Most of an airline's Crisis Support Units will be required to contribute relatively small numbers (e.g. typically 1 up to 5 persons) of their specialist personnel and equipment (e.g. aircraft recovery and salvage equipment; medical equipment) to a deployed GO Team

Reminder - *unless* a major aircraft accident occurs at an airport in the *very near* vicinity of where the accident airline has most of its GO Team personnel main based - **GO Team deployment will *always* be required**

(GO Team) **Airport Nearest**

The closest airport (to an aircraft accident location) considered suitable for operation of the accident airline's GO Team aircraft (which might not be airline provided in certain circumstances e.g. an appropriate military aircraft might be used) - which will be used to deploy the airline's 'GO Team'

(Airline) **Airport Nearest**

The accident airline's closest **on line** (regular destination) airport (station) to the accident location. It is possible that this airport might be hundreds or even thousands of miles from the accident location and / or GO Team Airport Nearest

EXAMPLES of TYPICAL (Airline) GO TEAM MANAGERS

- *Humanitarian Manager*

  A suitably experienced and senior airline manager responsible to the airline's Crisis Director (via Leader GO Team) for overall ***strategic*** co-ordination and control of all relevant 'on-site' aspects of GO Team emergency response as they relate to ***humanitarian assistance*** and ***people*** type issues. See CRPM Part 1 / Volume 3 - 'Humanitarian Assistance Operations' (*separate* document) - for more information

- *Humanitarian Assistance Team Co-ordinator*

  A suitably experienced, trained and exercised airline manager tasked with leading all aspects of ***tactical*** and ***operational***, 'on-site' operations by the airline's Humanitarian Assistance Team. The Humanitarian Assistance Co-ordinator reports to the Humanitarian Manager during GO Team deployment. See CRPM Part 1 / Volume 3 - 'Humanitarian Assistance Operations' (*separate* document) - for more information

- *Investigation Manager*

  A suitably experienced and senior airline manager responsible to the airline's Crisis Director (via Leader GO Team) for ***airline*** aspects of any required air accident investigation. The Investigation Manager will typically be the senior manager (or designated representative) in the airline's Flight Safety Department / Business Unit - or equivalent person

  Note that the Investigation Manager and team should be additionally trained in background and procedures related to 'accident site hazards', 'first-aid' and 'blood borne pathogen management'. See ABCX Airways '*Flight Safety* / *SMS* Manual' (*separate* document) - for more information

- *Leader GO Team*

  A suitably experienced and senior airline manager in overall charge of ***all*** component parts of a deployed airline GO Team - e.g. the airline's Investigation Manager; Humanitarian Manager and the Ops Support & Admin Manager all report to the Leader GO Team

The Leader GO Team (for a particular GO Team deployment) should be designated by the **on duty** Crisis Director (CD - running the airline's Crisis Management Centre at airline HQ) - from amongst **other** trained, exercised and unassigned **Crisis Directors** or **deputy Crisis Directors**

See appendix A to *this* document for more information

- **Operations Support and Administration Manager**

A suitably experienced (appropriate / significant **operational** *background* **mandatory**) airline manager tasked with providing **expert** support and guidance to the Leader GO Team and to the GO Team as a whole

It is likely that such a manager would be found from the airline's own crisis (emergency) response planning section staff (if available). If this is not possible, specifically trained and exercised **deputy** Crisis Directors will provide manpower for this role

See appendix B to *this* document for more information

Others

- **Crisis Communications Team Manager** (Media / PR Response)

See CRPM Part 1 / Volume 9 - 'Crisis Communications Plan' (*separate* document) - for more information

- **Company Spokesperson** (if role not covered by Crisis Communications Team Manager)

See CRPM Part 1 / Volume 9 - 'Crisis Communications Plan' (*separate* document) - for more information

- **Humanitarian Assistance Team** *(HAT) - Team Leaders*

See CRPM Part 1 / Volume 3 - 'Humanitarian Assistance Operations' (*separate* document) - for more information

- **Crisis Support Units - Team Leaders**

See CRPM Part 1 / Volume 7 - 'The Crisis Support Unit' (*separate* document) - for more information

- Appropriate (external and commercial) **third parties** contracted to the airline to provide specialist / expert support

- etc.

Note - all of the above documents (various 'volumes' comprising 'CRPM Part 1') may be found via the below website

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

A Typical **'Worst Case'** GO Team Deployment Scenario

For ABCX Airways consideration when PRE-planning for GO Team Deployment

Pre-Deployment and Deployment Phases

By 'definition' deployment of a GO Team requires travel away from airline HQ / home base / main airport hub area - and possibly (probably) away from home / main base *country* too. Deployment might be long distance, long duration, possibly under basic (*or even **very** basic*) living and / or extreme weather etc. conditions, with all that this might entail - both at individual (personal) and responding team levels

Deployment may be by air; by surface transport - or via a mix of both

Potential GO Team deployment considerations typically include: (***This list is far from exhaustive!***)

- Where is the GO Team to deploy to, how is it going to get there and how long will it take?
- Dangers, risks / threats etc. associated with the GO Team deployment?
- Who and how many will deploy?
- Who will be 'in overall charge'? (Leader GO Team and deputy)
- Are GO Team selectees current and exercised in the appropriate / required competencies?
- Are required GO Team plans, procedures, checklists etc. - available, current, fit for purpose?
- The need to rapidly complete all relevant pre-departure requirements?
- What will the GO Team take with them? (For example professional and personal equipment / paperwork / documentation; personal **protective** equipment; medications; finance etc.)
- GO Kit to deploy along with the GO Team?
- What operations / services / roles / responsibilities will deployed staff undertake / deliver?
- How to communicate with those deployed? (on both a 'team' and 'individual' basis)
- What on-going airline HQ support might the GO Team need when deployed?
- Who maintains normal business ops etc. at airline HQ - during GO Team deployment?

ABCX Airways - ***Accident Scenario*** (See also App F [page 39] for a schematic version of this Scenario)

The accident is assumed to take place at a relatively *remote* location, the local area of which (but ***not*** the actual accident location itself) is accessible by *surface* transport (4 wheel drive recommended) via a ***1.5 to 2 hour overland motor journey*** (on unmade / unsealed roads and tracks) from the small ***town*** nearest to the accident location (there are no other habitations between these two locations)

Military helicopter access is available to the ***actual*** accident site itself, taking about ***45-50 minutes*** per one-way journey from nearest (***only***) airport available, latter being very close to the ***main city*** of the country in which the accident occurred. The only other way to access the ***actual*** accident site itself is by foot (human, horse, donkey etc.)

Trucks and a limited number of buses and taxis are available (at the *town* nearest to accident site's approximate location) to deploy the ***Forward GO Team*** (when it eventually arrives) and to evacuate uninjured victims from the nearest ground transport accessible location (to the accident site itself) which is suitable for this purpose (in this scenario - the latter is assumed to be located at the ***base area** of the mountain*, into which the accident aircraft has crashed - see next paragraph)

The *accident site* is located on the side of a mountain, some 2000 feet above & a one and a half hour brisk walk, from the *base area* of that same mountain - the latter location being the 'end of the road' for surface (motor) transport from the nearest *town*. As mentioned, the only ways into & out of the actual accident site location itself are by foot / horse / donkey etc. - or via (military) helicopter. The *base area* of the mountain is around 5,000 feet above mean sea level (AMSL). The mountain itself rises to around 9,000 feet AMSL at its peak

The accident site's immediate terrain is not conducive to anything other than the most basic of camps. However, the area at the *base* of the mountain (end of the road from *town* nearest) *is* suitable for the set up a *Forward GO Team* main base camp (Field Control Centre [FCC])

The nearest (and *only*) suitable airport (for ABCX Airways GO Team use i.e. 'GO Team *Airport Nearest*') to the accident site is around a *1 hour* road journey (by car etc. - and on a good road) from the *town* nearest to the accident site (geographically, all surface transport from the *main city* to the *base of mountain area* **must** route via this *town*). The airport itself is located very close to the *main city* of the country and is also the only base from which the military helicopters operate. No other helicopters are available. This airport is approximately 5 to 6 hours flying time from UK. ABCX Airways does not routinely operate to this airport / country. The only major hospitals in the country are located in the *main city*. The country has no other suitable airports for ABCX Airways use

The *town* nearest the accident site is a typical provincial settlement in a "developing" country. Hotel accommodation is *very* basic and limited. However, there are sufficient alternative accommodation sources available to house elements of the *Rear GO Team* (e.g. schools, mosques, churches, local government buildings, sports facilities, people's homes etc.)

The *town* nearest the accident location has a basic public telephone system - but access to fax, photocopier, internet etc. - is limited. International communications are often 'problematic' - e.g. mobile / smart phone communication is possible but highly subject to gaps in coverage / signal

Food, fuel, transport etc. are readily available at the *town*. Food is 'local!' Water supplies from all sources (except bottled water) require purification before consumption (bottled water supplies are limited). The local electrical supply is 'spasmodic'. Banking / finance infrastructure is poor and bureaucratic e.g. there are very few ATM machines available in the country (they are all in the *main city*). Emergency services and medical infrastructure are 'basic' although some logistical assistance is available at a national level, generally provided by military and paramilitary resources

The associated political / government system is somewhat ineffective & inefficient and prone to red tape - particularly concerning e.g. immigration / VISA procedures (facilitation), freedom of movement etc. Associated corruption is problematic

The local (main) religion is fairly strictly observed by government and citizens alike and is a major consideration for the deployed GO Team

The climate at the time of the accident is cold / wet i.e. fairly frequent rain with average daytime temperature maximum of 10 degrees centigrade and night time minima of freezing - and often significantly lower. Heavy snowfall is fairly common. Dawn is at 0730 local time and dusk at 1730. Helicopters cannot fly at night in the area of the terrain concerned

The accident aircraft was carrying 250 passengers & crew and was 60% destroyed by post-impact, fire. The aircraft crash landed at 1000 (am) local time. Weather was fine, temperature 8˚ centigrade

Emergency services (via ATC) were alerted by the pilot before the crash landing took place. Victims can be assumed to comprise 100 dead, 50 seriously injured and 100 uninjured. The majority of victims are of Western European nationality. There are no ground victims

The immediate area of the crash site itself is heavily contaminated with fuel, body fluids (biohazard) and other dangerous materials. Permitted 'dangerous goods' were carried on this aircraft - being ammunition, flammable liquids, aerosols and corrosive substances

Initial 'rescuers' from the military start arriving (by helicopter) on site within 90 minutes of accident occurrence. Helicopter **CASEVAC** (to hospitals located *only* in the *main city* of the country) of the *seriously injured* commenced soon after. Four helicopters are deployed (all that is available) - each capable of carrying 5 stretcher cases at absolute maximum load. *Uninjured* survivors are *eventually* (including after dusk) led down (in groups of about 25) from the accident site (by military rescue personnel and local guides / volunteers) to the mountain's *base area*

A significant number of uninjured crew and pax have 4 / 5G smartphones, capable of intermittent reception of workable signals - and they are actively using them to communicate with their family, relatives & friends - and to also post associated text, images and video on social media sites etc.

The International Media start to arrive at the *town* nearest the accident site at about the same time as the *Forward GO Team* and designated elements of the *Rear GO Team* (being at about 2200 [pm] local time, on day 1 of the accident). Some Media also eventually make their way to the *base area* of the (accident) mountain that same evening

The balance of the *Rear GO Team* remains in the *main city* (deploying to hospitals; mortuaries; helping to set up and man 'emergency' reception centres etc.)

The *Forward GO Team* sets out immediately for the mountain *base area* and accident site. The *Rear GO Team* prepares for action - both in the *main city* and at the *town* nearest the accident location

By dusk, almost 50% of the injured had been helicoptered off the mountain to hospitals in the *main city*. The remainder of the injured are being cared for, by military doctors and paramedics, in a 'tented' camp at the accident site itself - until the CASEVAC can re-commence at dawn next day

By the end of day 1 all uninjured victims had walked off the mountain. The first group had arrived at the *town* nearest the accident site early evening with the remainder expected to arrive (in groups) before midnight

End of Scenario

We could go on, but the above is a perfectly feasible (if extreme) accident scenario (as at 2021) for a winter flight out of UK to e.g. the Middle East; Indian sub-continent, Maldives etc. Everything described above is 100% possible and feasible

For airline CSUs, HAT etc. - use the * **above scenario to come up with appropriate inputs to your own GO Team Plans, aimed at trying to cover the requirements of e.g. the above and similar, extreme** (but nonetheless feasible) **catastrophic aircraft accident scenarios**

* '…………………and others scenarios of your own e.g. what if the accident occurs at Male [Maldives] and closes down the single [one and only] runway for seven days. In reality, the nearest, feasible airport for GO Team arrival is Colombo in Sri Lanka - almost 800 km away, with no *land* connection [sea only {ships & sea / float planes}] until the Male airport reopens…………………'

ABCX AIRWAYS - ANTICIPATED UTILISATION OF A DEPLOYED GO TEAM - by roles & responsibilities

Note: Where possible and available, Leader GO Team shall ensure that * appropriate Crisis Support Units deploying as part of the GO Team, take with them suitable photographs (and any other form[s] of corroborating evidence) - in case of the need to attempt initial (unconfirmed) visual identification of deceased and / or hospitalised crew and other ABCX Airways *staff* (and possibly staff families e.g. on vacation) believed to have been on board the accident flight. Where this is not possible in the shorter term, the appropriate information is to be delivered (by the airline) ASAP to Leader GO Team, at accident location

* Appropriate CSUs are expected to include:

- Flight Operations (i.e. for flight crew)
- Customer Services / Service Delivery / Cabin Services etc. (i.e. for Cabin Crew)
- Engineering (i.e. for any aircraft maintenance engineers on board)
- HR (i.e. for any other airline or related staff / persons on board - e.g. duty travel, vacation travel, interline travel etc.)

Note: Where appropriate, similar information should be requested from code-share & other partners believed to have had any of their own staff etc. on board the ABCX Airways accident aircraft

ABCX AIRWAYS - Anticipated utilisation of deployed GO Team - by roles & responsibilities

NB - each 'role' documented below shall maintain a comprehensive, accurate and clear record of events (i.e. a log or equivalent written and / or electronic record) whilst deployed. **THIS MUST BE DONE** - and the logs handed in to Leader GO Team at the end of the deployment

GO Team **Management**

Manager	GO Team Deployable?	Potential Duties when Deployed
Leader GO Team	YES	▪ Overall lead of GO Team - reports directly to ABCX Airways Crisis Director at airline HQ ▪ (Exceptionally) acts as Company Spokesperson if so trained, so directed and so briefed ▪ Procedures covered in CRPM Part 1 / Volume 5 (i.e. elsewhere in the document now being read)
Ops Support & Admin Manager	YES	▪ Responsible for (deployed) crisis operations and administration - plus *expert* support & advice of / to entire GO Team ▪ Usually a specialist / expert from the Crisis (Emergency) Response Planning section or a specially trained manager ▪ Procedures covered in CRPM Part 1 / Volume 5 (i.e. elsewhere in the document now being read)
Investigation Mgr.	YES	▪ Responsible for leading the *airline's* GO Team (deployed) aspects of any Air Accident Investigation ▪ Will usually be the airline's Flight Safety Manager and / or Flight Safety Officer(s) ▪ Procedures covered in Flight Safety Manual / Safety Management System (SMS) Manual (separate document)
Humanitarian Mgr.	YES	▪ Deputise for Leader GO Team ▪ Responsible for all deployed humanitarian / people / welfare etc. aspects - including ultimate oversight of airline and contracted third party Humanitarian Assistance operations ▪ Procedures covered in CRPM Part 1 / Volume 3 (separate document)
Co. Spokesperson	POSSIBLE	▪ Spokesperson will deploy for major crisis / high media interest situation ▪ Procedures covered in Crisis Communications Plan - CRPM Part 1 / Volume 9 (separate document) ▪ Leader GO Team can cover this role in certain (exceptional) circumstances

GO Team **Crisis Support Units**

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
Airport Ops	YES	▪ Liaison with ABCX Airways CMC Airports (Ground Ops) Desk at airline HQ ▪ All forms of specialist 'airports' support for accident station OR 'airport nearest' to accident location AND / OR other appropriate airport(s) ▪ Welfare (in all its forms) for Airports staff involved at / near crisis location - plus any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
Cargo	POSSIBLE	▪ Liaison with ABCX Airways CMC Cargo Desk at airline HQ ▪ Liaising with appropriate, **local** stakeholders (shippers, owners, insurers etc.) re the cargo / baggage / mail / livestock etc. - on board accident aircraft ▪ Oversight of cargo recovery / salvage / removal at crisis location ▪ Welfare (in all its forms) for CGO staff involved at / near crisis location - plus any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
Customer Services - CS (Cabin Crew)	YES	▪ Liaison with ABCX Airways CMC Cabin Crew Desk at airline HQ ▪ * Cabin Crew aspects of Air Accident Investigation - as required (with deployed ENG, Flight Ops and Flight Safety CSUs) ▪ Direct liaison with any deployed Cabin Crew Peer Support Team (HAT) - in conjunction with GO Team HAT Co-ordinator ▪ Welfare (in all its forms) for CS staff involved at / near crisis location response - plus any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team ▪ * Reporting line when deployed for *investigation* work is **1)** to Investigation Manager & **2)** to Leader GO Team

CSUs - continued

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
Aircraft Engineering	YES	▪ Liaison with ABCX Airways CMC ENG Desk at airline HQ ▪ Provide aircraft engineer representative to any ABCX Airways 'Crash Site Team' - if appropriate ▪ * ENG aspects of Air Accident Investigation (with deployed Cabin Crew, Flight Ops and Flight Safety CSUs) ▪ Local liaison & support (e.g. with insurer's 'hull loss adjustor') concerning aircraft recovery / salvage / removal ▪ Direct liaison with any deployed ENG Peer Support Team (HAT) - in conjunction with GO Team HAT Co-ordinator ▪ Welfare (in all its forms) for ENG staff involved at/near crisis location response - + any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team ▪ * Reporting line when deployed for *investigation* work is **1)** to Investigation Manager & **2)** to Leader GO Team
Finance	YES	▪ Liaison with CMC FINANCE Desk at airline HQ ▪ Deploy with sufficient amount of hard funds (cash) ▪ Use the appropriate GO Team (crisis) budget / budget code to manage and guide local financial activities ▪ Procure local sources of funds and lines of credit ▪ Issue 'guarantees of payment' e.g. medical / hospital bills ▪ Oversee & advise on disbursements, payments, per diems, 'pocket money', credit card & all other GO Team expenditure ▪ Track all local GO Team expenditure ▪ Oversee FIN CSU aspects of 'Immediate Economic Needs' payments - in conjunction with deployed Insurance & Legal CSUs ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team

CSUs - continued

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
Flight Operations	YES	▪ Liaison with CMC Flight Operations Desk at airline HQ ▪ * Flight Operations aspects of Air Accident Investigation (with deployed CS, ENG and Flight Safety CSUs) ▪ Direct liaison with any deployed FOPs Peer Support Team (HAT) - in conjunction with GO Team HAT Leader ▪ Welfare (in all its forms) for FOPs staff involved at or near crisis location response + any FR living locally/arriving on-site ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team ▪ * Reporting line when deployed on *investigation* work is **1)** to Flight Safety Manager & **2)** to Leader GO Team
HR	YES	▪ Liaison with CMC HR Desk at airline HQ ▪ Make local (on-site) efforts to identify staff (& staff related personnel e.g. families on vacation) & others - (not including operating crew), who might have been travelling on board the accident flight ▪ HR support and guidance for deployed operations ▪ Welfare (in all its forms) for HR staff involved at / near crisis location response - plus any families & friends living locally ▪ Reporting line when deployed is **1)** to Humanitarian Manager & **2)** to Leader GO Team
H & S / Medical	YES	▪ Ensure individual GO Team staff do ***not*** deploy unless current & complete vaccination (or similar) protection (appropriate to destination) is in place. Similar applies to deploying staff requiring 'blood-borne pathogen' certification ▪ Liaison with CMC Medical / H&S Desk at airline HQ ▪ Monitor and advise on all appropriate (deployed) aspects of Health & Safety (H & S) ▪ Ensure supplies of required drugs / similar are made available to GO Team as appropriate to destination e.g. anti-malarial drugs ▪ Issue appropriate protective equipment to GO Team as required e.g. PPE, mosquito nets, insect repellent etc. ▪ * Where directed by airline - provide appropriate medical / H&S input & guidance to any investigation associated with air accident ▪ Reporting line when deployed is **1)** to Humanitarian Manager & **2)** to Leader GO Team ▪ * Reporting line when deployed on *investigation* work is **1)** to Flight Safety Manager & **2)** to Leader GO Team

CSUs - continued

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
Insurance	YES	▪ Liaison with CMC INS Desk at airline HQ ▪ Local liaison with insurer's representatives (e.g. aircraft hull loss adjustors; cargo, baggage and mail insurance reps etc.) ▪ Work with deployed FIN & Legal CSUs + insurer's local representatives on 'Immediate Economic Payments' issues ▪ Cover all other local insurance issues / aspects e.g. repatriations costs, burial / cremation costs, hospital bills etc. ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
IT (ICT)	YES	▪ Liaison with IT department at airline HQ ▪ Deploy with appropriate IT support equipment e.g. laptops, satellite phones, etc. ▪ Provide technology support to the deployed GO Team & arrange for (procure) local assistance, expertise, resources as required - in conjunction with any deployed Procurement CSU & Finance CSU Reps ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
Legal	YES	▪ Liaison with CMC Legal Desk at airline HQ ▪ Provide / arrange for legal assistance (or similar) to accident flight's crew if required ▪ Provide legal oversight and support / guidance to all appropriate GO Team activities ▪ Liaise with other (non-airline) legal representation at / near crisis location e.g. legal representation of victims / families; insurers; airport authority; government representatives etc. ▪ Work with deployed CSUs from Finance & Insurance on common issues e.g. immediate economic needs payments ▪ Exceptionally - vet & legally approve all locally originated press releases / statements issued by the Spokesperson / LGT ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team
Procurement & Logistics	YES	▪ Liaison with CMC Procurement & Logistics Desk at airline HQ ▪ Provide / arrange for / manage - all GO Team procurement and logistics requirements to be obtained locally ▪ Work with deployed Finance CSU rep on common issues e.g. expenditure tracking ▪ Reporting line when deployed is **1)** to Ops Support & Admin Manager & **2)** to Leader GO Team

CSUs - continued (Note - Press Office, HAT & Customers Ops reps may be regarded as CSUs for the purposes of this table)

Crisis Support Unit	GO Team Deployable?	Potential Duties when Deployed
(Flight) Safety	YES	- Liaison with CMC (Flight) Safety Desk at airline HQ - Deploy with all appropriate, professional equipment and required documentation - Lead *airline* aspects of any air accident investigation - Ensure that all legal, regulatory and best practice requirements are met e.g. Blood Borne Pathogen training requirements, Personal Protective Equipment requirements, Medical / H&S requirements etc. - Reporting line when deployed is to Leader GO Team
Security	POSSIBLE	- Liaison with CMC Security Desk at airline HQ - Security of airline property - including the accident aircraft + cargo, baggage and mail - Security of appropriate personnel e.g. accident victims plus families & friends, GO Team staff etc. - Security of appropriate facilities e.g. local offices; local hotels for accident flight's crew & passengers + local hotels used by visiting families and friends + local hotels used by GO Team etc. - Invoking 'Special' security measures in parts of the world where same is required e.g. due violence, war zone, terrorism etc. - Reporting line when deployed is 1) to Ops Support & Admin Manager & 2) to Leader GO Team
Press Office Rep	YES	Procedures covered in Crisis Communications Plan (separate document - CRPM Part 1 (ERP) / Volume 9)
HAT	YES	Procedures covered in CRPM Part 1 / Volume 3 (separate document)
Customer Ops Rep	POSSIBLE	Procedures covered in Tour Operator Incident Plan (separate document & generally applicable to charter [Tour Operator] type flights only)

GO Team **Vaccinations** & **General Health** Information

All potential GO Team members should be routinely vaccinated / boosted / dosed against the following (all vaccinations should be current for the expected deployment duration):

- Measles, Mumps & Rubella - MMR / MMRV (if not done as child) (combined vaccination)
- Tetanus / Diphtheria / Pertussis (whooping cough) - TD / TDAV [combined vaccination]
- Polio - SABIN IPV
- Hepatitis A and Hepatitis B [combined vaccination]
- Typhoid
- Yellow Fever (**Mandatory** in all circumstances)

Other vaccinations (e.g. Rabies, Japanese Encephalitis, Meningitis etc.) may be required for some deployment regions. Medical and / or Health and Safety CSU(s) shall manage same accordingly

Note - It is an unfortunate fact that some airlines willing to fund a comprehensive GO Team - balk at providing / paying for world-wide vaccination cover for same

This is almost certainly a 'false economy' as the inability to deploy an airline GO Team, due to lack of appropriate vaccinations, is counter-productive - to say the least

In many cases the full range of required vaccinations will *not* need to be administered as some airline employees already require vaccinations in order to undertake their normal duties (e.g. aircraft crew; staff travelling regularly on duty etc.) and many others will have been vaccinated (to a greater or lesser degree) at their own choice and expense e.g. for when travelling on vacation

The Medical / Health & Safety CSU Plan(s) shall provide for particular measures required to ensure the health and medical suitability of all potential members of the *Forward* GO Team. This will include e.g. vaccinations and screening medicals

Such team members retain responsibility for ensuring that they receive the appropriate medical service and advice, *prior to* GO Team deployment - and for advising the Medical / Health and Safety CSU(s) of any current and significant medical conditions e.g. diabetes, epilepsy, cardio-vascular, mental health problems etc.

All potential members of the *Forward* GO Team should be qualified and current *First Aiders*. Medical / H & S CSU is responsible for ensuring that this is accomplished and maintained

All potential members of the *Forward* GO Team should be fully trained, certificated (current) and versed in all aspects of accident site *blood borne pathogen* protective procedures in accordance with regulatory, best practice and current airline policy. Medical / H & S CSU is responsible for ensuring that this is accomplished

Appropriate certificates (e.g. blood borne pathogen training certificate; vaccinations record; first aid certificate etc.) are to be carried by **all** concerned when deploying with a GO Team. This is an individual responsibility. Deploying GO Team members not having valid and current vaccination certificates, blood borne pathogen training certificate etc. should expect the possibility of being denied travel with the GO Team

Required anti-malarial (and other, required drugs as appropriate), together with other relevant treatments, equipment, medication and medical supplies, in sufficient quantities, will be obtained as applicable to 'actual circumstances on the day' e.g. prior to departure of the GO team (e.g. pre-procured and stored as a nominal part of the GO Kit) or e.g. as soon as possible upon arrival of GO Team at destination

Medical / H&S (or equivalent) CSU shall ensure that an appropriate procedure(s) is in place for ensuring procurement and resupply of same can be reliably and expeditiously accomplished

GO TEAM - **QUICK REFERENCE GUIDE** (**QRG**) - assumes deployment by air *(this might not be the case)*

Pre-planning / Before Deployment

- Maintain required, minimum vaccination protection
- Ensure passport, ID cards etc. are valid (e.g. renewed at least 6 months before expiry date)
- Know roles and duties within the GO Team (+ ensure any training requirements are met)
- Know aspects of the ABCX Airways emergency response plan which affect you
- Keep current in the above two bullet point items (review in depth 6 monthly)
- Know what to do when you get the GO Team alerting & activation message(s)
- Remember GO Aircraft departs within around 3 - 4 hours *or sooner* of emergency alert
- Remember that personal baggage is limited to hand baggage sized luggage only
- Know what you are going to pack in the way of clothing, toiletries etc.
- Know what you are going to take in the way of cash, credit cards, *passport* etc.
- Remember Company crisis credit card / own credit cards etc. (if available)
- Remember things like mobile telephones, chargers, spare batteries, adaptors etc.
- Remember personal medication, sun screen, contact lenses etc.- if required
- Remember to have ready (and take with you) 12 x passport photos of yourself
- Remember to take all forms of valid and current ID, driving licence, vaccination records, 'blood-borne pathogen trained' certificate (as required) etc.
- Plan for who you will tell (work boss, family, friends etc.) about your deployment
- Plan for personal / admin matters (work & home) to be taken care of in your absence
- Pre-plan for how to load any specialist equipment (yours) on to GO Aircraft

During Activation

- Listen to alerting message for accident location and weather conditions
- Do **not** call back the Operations Control Centre (unless matter is urgent)
- Pack appropriately (e.g. don't pack T shirt and shorts for anticipated cold conditions)
- Take suitable clothing etc. - re the destination's religion, customs & culture
- Take relevant parts of your own emergency plan, check lists, contacts list etc.
- Know your own GO Team deployment procedure i.e. what will happen next (activation)
- Expedite (be quick) - the clock is running *BUT* be safe
- Know where to report to and at what time in order to board the GO Aircraft*
- Make the GO Aircraft take off time
- Review again the "Pre-planning / Before Deployment" list further above
- Consider taxi transportation or family / friend ride to departure airport (thus no parking!)
- Report for GO Team check-in as directed (don't forget passport and Company ID)
- Remember, no ticket should be required - i.e. check in as for a charter / 'NO REC' flight
- Double check that your own specialist equipment (if any) gets loaded onto the GO Aircraft
- Go immediately to departures gate, as briefed on check in, taking boarding pass etc.
- If a GO Team manager / leader - ensure that your team (if any) is also at the gate
- If a GO Team manager / leader - report to Leader GO Team at gate, if possible
- Make any last minute personal / company telephone calls whilst at the gate
- Review your emergency roles and responsibilities whilst in flight
- Receive appropriate medication en route, as applicable e.g. 'malaria tablets'
  *see next section below

How to Check In for the GO Team Flight

The below assumes that the GO aircraft has been supplied and will be operated by ABCX Airways itself (this might not always be the case)

- You should have been advised of departure airport, departure date / time and destination airport. You may also have been provided with information re the GO Team check-in desk(s) to report to - if not, enquire on arrival at departure airport; see the 'flight display' board; listen to the PAs etc.

- At check in state that you are a member of the ABCX Airways GO Team. Also state your name and provide your Company ID card and your passport (reminder - you should have hand baggage only)

- After a minute or two, the check in staff should return your ID card and passport and issue you with a boarding card and tell you where to go / what to do next

  (Free seating [sit anywhere after boarding] will probably be in operation, *except for a small number of allocated seats typically located together at the front of the aircraft, for use of GO Team Managers / Team Leaders*. These pre-allocated seats should have been clearly identified / labelled. Do **not** occupy such a seat unless entitled / asked so to do - if in doubt ask the GO Team Ops Support & Admin Manager / equivalent)

- Proceed through Boarding Pass check, (hand) Baggage Search and Immigration

- Make your way immediately to the Departure Gate or other location briefed to you on check in. Do not stop for refreshments, duty free etc.

- Enter correct Departure Gate lounge / other briefed pre-boarding area and check with staff present that this is the correct location for boarding the ABCX Airways GO Team Aircraft

- At this point (if not already done), the *Leader GO Team* should locate and identify other GO Team Managers / Team Leaders and brief them accordingly, time permitting. Use of the appropriate PA system at the Departure Gate / Area might assist in this identification task. (If time is a factor, the briefing will be done after boarding)

- Board the aircraft when so directed. Remember not to occupy certain seats unless so entitled / briefed

- Await a "briefing" PA brief from Leader GO Team when on board

- From here on, follow normal airline "passenger" procedures until arrival at "Airport Nearest" accident location

- Basic catering should be provided. No alcohol will be served during the flight

- As a large part of the GO Team might be required for immediate crisis duties after arrival at final destination - you should take every opportunity to obtain rest whilst on board - if circumstances permit

- As Government Air Accident Investigation and Media representatives might possibly be on board the same aircraft, behave professionally at all times. Do not talk to the Media about the accident. Refer all Media queries to the Leader GO Team or the airline's Crisis Communications representative on board (both will be located near the front of the aircraft)

On Arrival at 'Airport-Nearest' Accident Site

- Report for immediate briefing if advised so to do by Ops Support & Admin Manager / equivalent (This briefing is likely to be held in an appropriate airport location)
- Remain on board GO Aircraft if not advised to attend above briefing
- Receive briefing from GO Team Managers (after they return to aircraft)
- Clear Customs / Immigration / Port Health etc.
- If relevant, retrieve GO Kit & any company specialist / professional equipment
- Be prepared to deploy for emergency duties immediately
- Obtain airside pass, if appropriate to emergency duties (as advised locally)
- Remain with your "group", unless circumstances dictate otherwise
- Maintain regular contact with your Manager or Team Leader if appropriate
- ***Prepare for the most basic of living and operating conditions - as appropriate***
- Take care of yourself, both physically and mentally
- Ensure your personal security at all times - insofar as is possible / practicable
- Wear appropriate personal protective equipment as required by circumstances
- Continue any required "medical protection" procedures under the guidance of any Medical / Health & Safety (H & S) staff (or similar) present
- Seek "defusing" (psychological first aid) if necessary via your Manager / Team Leader
- Ensure sustenance and rest is scheduled and taken
- Be professional, patient, courteous and considerate at all times
- Keep in mind always - the mental & physical condition of those you are assisting

Notes

On arrival at airport nearest accident site, it might be necessary for the GO Team to split into two parts - known as the *Forward* and *Rear* GO Teams. This will generally only be done if the accident site is "remote" from the airport of arrival and / or from a 'civilised location'

All of the above assumes a deployment by *air*. The above QRG should be adapted where GO Team deployment is similarly required using ground and / or 'over water' transportation

Potential members of the *Forward GO Team* require extra medical protection and screening, prior to deployment. This should have been arranged, as part of GO Team *pre*-planning, by the relevant CSUs - in conjunction with the Medical / H & S CSU. Forward GO Team personnel also require additional, specific training (e.g. First Aid training, Blood-borne Pathogen training etc.) and equipment / clothing

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All potential GO Team members should make xx copies of this Quick Reference Guide. Keep one e.g. in the office, one at home, one in the car, one in your wallet / purse / pocket etc.

Alternatively, Quick Reference Guides for GO Team deployment (**Green** coloured cover [**General**] & **Purple** coloured cover [**LGT**]) have been printed by the Company in handy credit card sized (fold up) format - and are also available as a smart phone etc. 'APP'

CSU or similar representatives are responsible for issue of these cards / providing details of how to access the APP etc. - via the airline's Crisis (Response) Planning section

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Appendix ** EXAMPLE ONLY

Typical **Terms of Reference** - *LEADER GO TEAM* - Responsible to **Crisis Director** at Airline HQ

- Acquire & retain required levels of knowledge stipulated
- Acquire & retain a reasonable working knowledge of Air Accident Investigation procedures
- Meet GO Aircraft take off time
- Ensure a correctly constituted GO Team deploys as required / directed
- Ensure contracted (third) party / parties deploy as required / requested
- Oversee all matters associated with GO Team *arrival* at destination airport and / or at or near to accident location - including (list is not exhaustive):

  - o Initial arrival procedures (at arrival airport)
  - o Subsequent arrival procedures
  - o Briefings (received & given)
  - o Security (personal, facilities & equipment)
  - o Transport
  - o Initiating on-site crisis response / liaison / co-ordination / support operations - etc.
  - o Finance
  - o Acquire appropriate office (working) accommodation (DOCC)
  - o Acquire appropriate domestic (lodging) accommodation
  - o Arrange for appropriate sustenance (food & beverage etc.)
  - o Medical /+Health & Safety matters
  - o GO Team staff **welfare** *in **all** of its forms*

- Ensure that all concerned maintain a full log / record of events throughout
- Manage and support (on-going) *on-site **airline*** emergency response effort - including all aspects of GO Team utilisation
- Act as primary on-site airline link / liaison with the appropriate government (all levels) and other local authorities, agencies etc. - as required
- Oversee GO Team's operations / comms with other, responding agencies e.g. third party response and support organisations (engaged by the airline or otherwise); other airline(s) involved etc.
- Oversee the sourcing, set-up, manning, management & operation of an appropriate *Humanitarian (Family) Assistance Centre* + integral **J**oint **F**amily **S**upport **O**perations **C**entre
- With CD approval + guidance & support from any deployed Crisis Communications team, act as local airline spokesperson (if no 'professional' airline / equivalent PR spokesperson is available)
- Ensure regular, consolidated Situation Reports (Big Picture Report from accident location) are made and forwarded to CD at airline HQ
- Ensure continuation of the "(local) normal airline operation" - circumstances permitting
- In due course - plan GO Team 'exit strategy' in conjunction with CMC staff at airline HQ
- Oversee execution of the exit strategy, as & when appropriate
- Oversee associated 'wash-up' / debriefing / 'what could we have done better' type meetings
- Prepare and submit (to senior management etc.) an associated report(s) etc.

Note - the LGT may delegate any of the above as he / she thinks fit - commensurate with the seniority, skills & experience of those to whom such duties might be delegated

Appendix ** EXAMPLE ONLY Typical *GO TEAM Checklist* - Leader GO Team

When reporting for GO Team check-in, LGT should bring hand baggage sized luggage only and a briefcase type bag (+ 1 suit bag / cover - ensuring that dark suit, white shirt and sober tie [or female equivalent / national dress equivalent] are carried)

		Action	☑ ?
1.		Upon initial alerting - check the appropriate (pre-issued and separate) 'LGT - GO Team Quick Reference Guide' to assist with initial actions and preparations	
2.		When so advised - report (take a taxi or get someone to drive you if possible) to nominated departure airport as quickly (but safely) as possible - and oversee check in process for GO Team flight. Check-in yourself	
3.		Contact CMC (*OR* OCC if CMC not yet active) (*insert contact info here xxxxxxx*)& obtain latest crisis situation briefing	
4.		During check-in *OR* whilst waiting to board GO flight *OR* once boarded - locate, identify and brief other GO Team managers (e.g. Ops Support & Admin Manager; Investigation Manager, Humanitarian Manager, HAT Manager, Spokesperson, Crisis Support Unit (CSU) - Team Leaders, any Third Parties deploying with GO Team etc.) Also instruct them to ensure that their respective teams are 'fully present & correct'	
		Note - the above group should all be seated together, after boarding, at the front of the aircraft	
5.		Once boarded, ensure that Captain & Cabin Manager (Purser etc.) are aware of your role - and that Captain understands that he / she might be required to act as your primary on board communications link with the CD at airline HQ CMC, using all and any aircraft communications equipment, as available and appropriate	
		Note - associated Civil Aviation Authority dispensation for access to the flight deck (where appropriate) will have been requested by the Flight Operations CSU at airline HQ	
6.		Double-check that all GO Team members are on board as per *boarded* passenger list	
7.		Check *GO Kit* & any CSU *specialist equipment* has been loaded on to GO Aircraft	
8.		Forward (or otherwise arrange for forwarding) the final & confirmed (passenger) list of **ALL** GO Team staff deploying (not including operating crew) - to CMC at airline HQ	
9.		Obtain updated brief(s) from airline HQ CMC whilst en route, using all appropriate on-board communications equipment - e.g. on flight-deck and / or in cabin and / or as otherwise available (e.g. mobile / smart phone, email, internet etc. use is now available in the passenger cabins of *some* aircraft)	
10.		*Continually update other GO Team managers*, as required - and eventually *formulate an outline action plan for 'after arrival'* at GO Team 'airport nearest' accident site	
		Ensure remainder of GO Team is also briefed in turn - via their managers / team leaders	

11.	On arrival at final destination, and in company with GO Team managers, report to suitable location at / near airport *for initial or updated local crisis briefing*. Remainder of GO Team to remain on board GO aircraft - in the charge of the deputy Ops Support and Admin Manager. Operating crew are also to remain on board, unless required to prepare aircraft for return flight / other operational matters Note: if accident occurs at or close to a regular (on-line) destination airport, then the local airline rep might have already arranged this briefing. Otherwise, it may well be that briefing may need to be arranged 'ad hoc' on arrival - by / with e.g. local Airport Authority; local Emergency Services etc. *It may well be that no such briefing is available at all!*	
12.	On returning to GO Aircraft (after local briefing) brief remainder of GO Team - and then get on with the tasks of e.g. disembarkation; off-loading of GO Kit / specialist equipment / luggage; Customs / Immigration / Health clearances; any initial security & transport arrangements; initial deployment of GO Team staff to various crisis action sites and / or accommodation; finding a suitable location for and setting up / manning of a *'GO Team - Deployed Operations Control Centre - DOCC'* etc.	
13.	Release GO Aircraft and operating crew - if appropriate	
14.	***Establish and maintain suitable welfare facilities / services for all deployed GO Team staff** - to include humanitarian, security, health & safety, lodging & sustenance etc.*	
15.	Oversee deployment of GO Team as planned or as circumstances permit. Ensure 24H shift pattern established as required	
16.	Assume following general responsibilities, on behalf of Crisis Director, and as appropriate to actual circumstances (delegate as required): ▪ Locate, set-up, equip, man & operate a 24H 'Deployed Operations Control Centre' ▪ C4 oversight of all *local* (in country) *airline* crisis response activities - particularly those related to the provision of humanitarian assistance type ops. This includes set-up and operation of an appropriate **H**umanitarian **A**ssistance **C**entre ▪ C4 oversight of Investigation, Humanitarian and Ops Support & Admin Teams ▪ Oversight of *local* airline media response ▪ Conduct regular GO Team (and similar) briefings ▪ Maintain communication and liaison with CMC at airline HQ ▪ Act as Company spokesperson to the Media as directed - and if trained so to do ▪ Initiate all and any other action required to establish the effective and efficient conduct of on-going airline and other local emergency response	
17.	Anything else as required by actual circumstances on the day	
	END of CHECKLIST	

This check list should be used as a high level guide only. Huge amounts of flexibility, logic, common sense, imagination, lateral thinking, extension etc. - will be required in its application and scope

Note - all other GO Team Managers are able to operate independently of Leader GO Team - if required. If GO Team "splits" on arrival, *Leader GO Team* remains with **Rear GO Team** element. *Investigation Manager takes charge of* **Forward GO Team** - but continues to report to Leader GO Team. Logistics, administration, welfare etc. - of the GO Team are obviously essential but are outside the scope of this checklist

Appendix **

Typical *GO Team Checklist* (Adapted from a real [de-identified] airline's GO Team ERP)

GO Team - *OPS SUPPORT & ADMIN MANAGER*

	Action	☑ ?
1	On receipt of **RED Alert** message (aircraft accident) - make a note of important details. Particularly note weather conditions in accident region & pack accordingly	
2	Proceed immediately to the airline's Emergency / Crisis Response Planning office. *(Insert below office location & key number(s) etc. - (and where to get it / them from):* ……………………………………………………………………………………………………… Ensure you bring with you the following: ✓ Personal kit travel bag & contents ✓ Personal and / or company mobile phone / charger & adaptors / Int'l roaming SIM (as required) + spare battery etc. ✓ Passport + airline ID card + driving license + corporate emergency credit card + personal credit card + cash + personal medication + vaccination record etc. (The [pre-issued and separate] '**GO Team Quick Reference Guide**' provides more detailed guidance on all of the above)	
3	From the other (potential) Ops Support & Admin Managers also reporting to the emergency / crisis response planning office after alerting (as per SOP), *decide amongst yourselves* which 2 (two) will take on this GO Team duty (as Ops Support & Admin Manager + Deputy) for *this* particular deployment Thereafter, the "two" will share all duties as per the remainder of this checklist Decide which of the 2 is to be designated as being in "overall charge" Enlist the assistance of other staff present (i.e. the other reporting Ops Support & Admin Managers who have *not* been selected to deploy with the GO Team on this occasion) in the '*pre-flight*' tasks shown below, as appropriate and relevant	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

4	There are 37 GO Team mobiles phones in the *right* hand (glass) cupboard, (top two shelves) - located in the emergency / crisis response planning office Pack only 32 of these mobile phones / + 32 battery charger connections / + *all* universal plug adapters i.e. take *all* mobile telephones *except* the 5 located to the right hand side of the top shelf, marked with a horizontal "pinkish" colour highlight line mark on the rear label of each phone. (*DO **NOT** TAKE / PACK THESE LATTER 5 PHONES* - as they are allocated to the 'Emergency Call Centre' management team - which will operate from airline HQ) Pack 6 SAT phones (4 x IRIDIUM & 2 x THRANE) - found on last but bottom shelf Pack the 5 memory (USB) sticks found at right hand side of top shelf (they contain a copy of relevant parts of the airline's ERP, including copies of all Station ERPs and copies of all crisis contact lists / directories) Pack the 2 Panasonic cameras & the pack of airline seat phone cards (latter in clearly marked brown envelope) - all on bottom shelf Pack the Sony digital video camera & extras (located in plastic bag near red suitcase) Pack a total of 8 radios (2 VHF [IC-A6 & IC-A24] with glass panel frequency selector) + 6 UHF "Walkie Talkies" (word "ICOM" at top front and no glass panel frequency selector) plus all chargers and ancillary equipment - found on last but bottom shelf Pack 6 x GO Team FOBs (airline IT system - access security device) - bottom shelf Pack all of the above into the red suitcase and / or other provided bags / suitcases / carryalls etc. - located near to the right hand glass cupboard. (It will take at least 2 persons to carry these bags when packed with the above equipment and below documents / spares) Note - It will be necessary to ask for help in transporting these bags to GO Team check-in location (e.g. get a vehicle / taxi / etc. and also enlist the support of the other arriving Ops Support & Admin Managers who will *not* be deploying with the GO Team on this occasion). Get other deploying GO Team staff to help you with these bags *after* check-in NB: These bags will need to go into the cabin with you (i.e. *not* in the baggage hold). Arrange this with the **duty Manager Airport Services** (*xxx xxxxxxx*) / **duty Airport Services Manager** (*xxx xxxxxxx*) on check-in. Any problems with this, contact **CMC** (*xxx xxxxxxx*) or **ERP Manager** (*xxx xxxxxxx*) or **Duty Operations Control Centre Manager** (*xxx xxxxxxx*). Also see notes to checklist item 13 further below **NOW**	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

5	Collect and pack:	
	▪ 10 *hard* copies of ABCX Airways Emergency Contacts Directory ▪ 3 *hard* copies of CRPM Part 1 / Volume 5 (GO Team) ▪ A *hard* copy of the ERP for the involved Station (if appropriate / available) *The above items are located in the **left** hand glass cupboard*	
6	Collect red Samsonite flight bag containing spare batteries (various types). Note - if the latter come under the category of 'dangerous goods' they should be treated and documented as same accordingly. ***This should have been addressed during the pre-planning phase***	
7	Contact ICT CSU (*insert contact info here xxxxxxx*) and double check that ICT CSU GO Team staff have been activated and will bring along the 6 Crisis Laptops + FOBs + associated mobile / smart phones + any other ICT specialist equipment required for GO Team deployment	
8	Time / circumstances permitting proceed (taking with you everything as described above) to CMC (take a taxi or get someone to drive you if possible) to receive briefing - **BUT *do not let this delay you reporting for GO Flight*** as per below	
9	Proceed to the 'GO-Team Check-in' desks at briefed departure airport (as before, take a taxi or get someone to drive you if possible)	
10	On arrival at the GO Team Check-in desks, double check with airline's Duty Manager Airport Services / Duty ASM (*insert contact info here xxxxxxx*) (OR equivalent person) that ***Airport Services CSU*** (OR equivalent agency e.g. GHA) has activated the ***Go Team check-in procedure*** as per its own CSU Emergency Response Plan i.e. ▪ Adequate GO Team express check-in desks set up, manned and signposted ▪ Appropriate messages re GO Team check-in and flight placed on Airport FIDS ▪ Making of associated Terminal PA messages if appropriate ▪ Check in procedure as for a charter flight ('NO REC' procedure) i.e. no tickets required - but boarding cards will issued ▪ Details of Boarding Gate being advised to GO Team members by check-in staff ▪ Airline & GHA staff deployed at strategic points in the airport in order to guide and assist GO Team members through departure procedures (immigration, security etc.) to the departure gate ▪ Immigration, Airport Police / Security, Airport Operator, GHA(s) etc. - all advised of situation ***and requested to offer all and any assistance*** to deploying airline GO Team personnel in the process of boarding the GO Team aircraft	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

11	Monitor the GO Team check-in process. Trouble shoot problems - especially any possible disputes re luggage / specialist equipment - i.e. if anyone has luggage that needs to go in the hold (they shouldn't - but it will happen!) then ensure same is accepted (also see item 20 of this checklist + note 4 on last page of this checklist *now*)	
12	If possible, identify and introduce yourself to other relevant GO Team managers / team leaders i.e. Leader GO Team; Investigation Manager; Humanitarian Manager; HAT Co-ordinator; Crisis Communications (PR) Team Manager; Company Spokesperson; CSU Team Leaders; Managers of any third party representatives etc.	
13	Once you are assured that the check-in process is running smoothly, check in for the flight yourself and proceed to the area or departure gate specified to you at check-in, as quickly as possible The second (deploying) Ops Support & Admin Manager shall continue to monitor and troubleshoot GO Team check-in operations (ensure that you have each other's [reliable] contact details before parting) Note 1 - Keep all GO Team equipment with you (i.e. the equipment you collected from the ERP office). Do **NOT** check it in to the baggage hold. On check-in you should advise the airline's Duty Airport Manager / Equivalent Person of this and ask him / her to arrange official clearance (Immigration, Police, Security, etc.) for you to proceed to the gate & aircraft with the bags. Use a baggage trolley to transport the bags Note 2 - Speak to the Purser / Cabin Manager on boarding and get him / her to stow the equipment (in the cabin) in a safe and secure location (make sure that you know where this is) Note 3 - Second Ops Support & Admin Manager shall ensure that he / she also checks-in, in enough time sufficient to board the GO Team aircraft	
14	Identify the airline's Airport Services staff member (OR equivalent airline representative) acting as Departure Gate Supervisor and introduce yourself. Explain that you are the airline 'co-ordinator' for the Go team, and request that he / she keeps you updated on all aspects re the readiness of the Go Aircraft for boarding	
15	If not done already, identify and make contact with other Go Team managers / Team Leaders	
16	Brief (remind) Go Team Managers what is expected of them (in very general terms) & check to see if Leader Go Team wishes to have a briefing before boarding (i.e. using e.g. Gate PA system). Facilitate this briefing as required Note - such briefing must not delay boarding of the aircraft. The briefing can be conducted on board the aircraft if necessary	
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Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

18	Double check that the following are (or will be) loaded onto the GO aircraft: ▪ Go Kit (Forward and Rear) - via airline's Cargo CSU (*insert contact info here xxxxxxx*) (OR equivalent person[s]) ▪ Any other CSU specific kit (e.g. Medical Services CSU - *insert contact info here xxxxxxx*, ENG CSU - *insert contact info here xxxxxxx*) etc. ▪ Catering - via Catering CSU (*insert contact info here xxxxxxx*) (OR equivalent) and / or via Purser / Cabin Manager	
19	When GO aircraft is ready for boarding, arrange for GO Team Managers & Team Leaders to board first (see check list item 20 below ***now***) Once above completed, arrange for boarding of remainder of Go Team (on a free seating, ***first come first served basis***, including any ***not already allocated*** F/J class seats if available) Remind crew / flight dispatcher that "free seating" is in place and ask them (tactfully) to ensure that weight and balance requirements will be met accordingly (this may involve some reseating) When aircraft is boarded, ensure (double check) that airline's - Airports CSU (*insert contact info here xxxxxxx*) and / or Departure Gate Supervisor and / or 'whoever' immediately sends an updated GO Team passenger manifest list to the airline's ***CMC Airports Desk***, ***Ops Control Centre Duty Manager*** and ***Visa Services*** / ***Industry Travel*** CSU (all located at airline HQ). Email addresses and FAX numbers for all of these are: …… ………. etc. **COMPLETING THE IMMEDIATELY ABOVE REQUIREMENT IS IMPORTANT** (double check with whoever *[insert associated contact info here xxxxxxx]* that this has been done and that the transmitted information has been received)	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

20	Ensure that the following are seated at the front of the aircraft (normally in F / J class [as available], closest to cockpit and Purser's / Cabin Manager's station [account for upper and lower decks if aircraft is B747 or A380])	
	Leader Go Team (x 2)	
	▪ Ops Support & Admin Manager (x 2)	
	▪ Humanitarian Manager (x 1)	
	▪ HAT Co-ordinator & Deputy (x 2)	
	▪ Investigation Manager - Flight Safety (1 or 2)	
	▪ Company Spokesperson (x 1)	
	▪ Crisis Communications (PR) senior rep (x 1)	
	▪ Flight Ops rep - **Forward** Go Team (x 1) *	
	▪ IT Rep - **Forward** Go Team (x 1) *	
	▪ ENG Rep - **Forward** Go team (1 or 2) *	
	▪ Medical - **Forward** Go team (2 i.e. Doctor + Nurse) *	
	▪ Security rep - **Forward** Go Team (x 1) *	
	▪ Any (external) third party support managers (1 or 2)	
	▪ Civil Aviation Authority (Air Accident Investigation) Rep (x 2) (as appropriate)	
	▪ Spare (x 2) e.g. for invited members of the 'media'	
	24 seats to be blocked off for the above purpose by Airports Services / Crew, as directed by **you**, prior to boarding i.e. **at the check-in stage if possible**	
	* Note - if "accident site" is **not** remote, the Forward GO Team concept will **not** be applicable and the seating reserved for such above (except for Investigation Manager) will **not** be required	
	Those who **would** have been assigned to a Forward GO Team (**if** it had been required) will now simply form part of the integrated airline GO Team - and the terms 'Forward' and 'Rear' GO Teams will not be applicable or used	
21	Arrange to identify yourself and Leader GO Team to the Captain and Purser / Cabin Manager, and inform them that **you** are the overall co-ordinator / facilitator for this Go Team (but not the person in charge [introduce LGT at this point]), and request that any relevant issues concerning the GO Team **flight** should be brought to your notice immediately	
	Notify the Captain that it might be necessary (with his / her permission) for certain GO Team Managers to use the flight deck satellite phone and / or ACARS and / or HF radio etc. (as appropriate) whilst en route - and that his co-operation in this is requested.	
	Also advise him / her that **dispensation for this will be obtained from the Civil Aviation Authority** - by the CMC Flight Operations desk at airline HQ - and that he / she will be advised accordingly when this has been successfully done	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

22	Once boarding is completed and aircraft doors closed - make a note of all the GO Team Managers, CSUs and third parties represented - and check them against the passenger list at Attachment yy or zz etc. If any are missing, call CMC (*insert contact info here xxxxxxx*) to obtain direction as to depart minus the missing person(s) **OR** to await their arrival. In extremis the LGT will make this decision him / herself	
23	Conduct final GO Team head count. Pass final head count with any remarks (e.g. final passenger list ***changes*** - if any) to CMC by phone (before take-off) - and (on behalf of LGT) **obtain final permission for GO Team to proceed / deploy**	
24	At an appropriate time after take-off, distribute GO Team mobile / smartphones, satellite phones and FOBs etc. (see distribution register at Attachment yy or zz etc.) Also distribute the hard copy Emergency Contact lists / directories at your discretion but remember that you have only 10 copies with you. Keep one for yourself (Note that all crisis contact lists are ***also*** available on GO Team [USB] memory sticks) Update 'distribution register' records accordingly	
25	Liaise with GO Team ICT CSU Rep, & distribute (to nominated recipients) 6 x Laptops & associated mobile / smart phones and FOBs (see distribution register at Attachment yy or zz etc.) NB - these mobile phones and FOBs form a complete (configured) unit with their associated laptop. Such mobile phones and FOBs (associated with the laptops) **are totally separate pieces of equipment** from the other mobile phones and FOBs that you collected from the ERP office and which were distributed as per check list item 24 Ensure ICT CSU Rep provides a 'refresher' demonstration (and issues instructions or check list) to each laptop recipient on how to use the Laptop, FOB and associated mobile / smartphone. Those who received ***separate*** FOBs as per check list item 24 should also attend this demonstration regarding use (of the FOB) Update distribution register records accordingly	
26	ASAP, pass back to CMC at airline HQ (phone contact xxxxxxx or relay by any other suitable on-board method [if any]) the details of the crisis use mobile phones, satellite phones etc. allocated as per check list items 24 & 25 above i.e. who has which phone, including details of the associated contact numbers	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

27	Check with Leader GO Team to see if he wishes to brief / update the GO Team on the crisis situation, whilst en route - possibly using the aircraft PA? Be prepared to take on this task yourself, if necessary Repeat as required throughout flight	
28	Alcohol should *not* have been loaded with the catering. If alcohol *is* available on board (for whatever reason), ensure that it is not consumed. This also applies to members of the media, government / official air accident representatives and any other non-airline persons who might have been 'invited' to travel on the GO aircraft	
29	Facilitate (to the best of your ability and available resources) any requests from deploying GO Team staff	
30	Encourage appropriate rest be taken for medium to long haul flights	
31	Before arrival at "*airline airport nearest*" or "*airport nearest*" - assist Leader GO team in trying to set-up / obtain local briefing, initial logistics and facilities etc. for arrival - if this has not been already set up locally (e.g. via airline HQ CMC and the airline's local Station Manager / local airline representative - if destination is an 'on-line' airport) (e.g. via airline HQ CMC and a contracted agent(s) [GHA] if the destination airport is 'off-line)	
32	After landing at *final* destination and whilst GO Team Managers (including you) leave aircraft for local briefing (if available), ensure that a suitable person (e.g. the second Ops Support & Admin Manager) is appointed as being "in charge" of the GO Team members remaining on board Crew are also to remain on board, unless required to prepare aircraft for return flight / similar operational reasons	
33	On returning to GO Aircraft (after local briefing - if available) assist Leader Go Team in briefing remainder of GO Team (those who remained on board) - and then get on with (co-ordinate; facilitate; participate in etc. - as required) the tasks of e.g. disembarking; off-loading of GO Kit / specialist equipment / luggage; Customs / Immigration / Health clearances; any initial transport arrangements; initial deployment of GO Team staff to various crisis action sites and / or accommodation; finding a suitable location for and setting up / manning of a 'GO Team - **D**eployed **O**perations **C**ontrol **C**entre' etc.	

Checklist - GO Team OPS SUPPORT & ADMIN MANAGER / continued

34	Liaise with aircraft crew as required and / or as directed by CMC e.g. it might have been decided to keep aircraft and crew at the local disposal of the Leader GO Team	
35	*Assist, advise, support and troubleshoot* etc. for the GO Team in general, for local Station / GHA staff, for the local "Authorities" etc. (to the appropriate degree required / permitted) by using your "expert" knowledge of the airline's ERP to ensure, insofar as possible, the most effective, efficient and expeditious use of all locally located airline and other crisis response resources available	
36	If you are operating at or close to one of the airline's 'on-line' Stations, ensure that a suitably experienced local Station person (airline or GHA - as appropriate) is 'permanently' assigned to the GO Team for liaison and support duties, if at all possible	
37	Maintain frequent contact with the ERP Manager located in the airline HQ CMC	
	End of Checklist	

Notes

1. The above checklist is to be used as a guide. Huge amounts of flexibility, logic, common sense, imagination, lateral thinking etc. will be required in its application, scope etc.

2. Potential users of this checklist will benefit from regularly reviewing (i.e. **_before_** any crisis occurs) the "typical" GO Team arrival scenario, which can be found starting on page 39 of this document. Try to think how you would respond in similar circumstances

3. It is *imperative* that all potential users of *this* checklist make themselves fully familiar with its contents and requirements **NOW** - **TODAY** i.e. before any crisis occurs - also ensuring that they are fully up to speed with everything else that they need to be aware of when acting as Ops Support & Admin Manager. If such familiarity is not obtained and retained, the airline's GO Team response **WILL** be adversely affected

4. It is possible that more GO Team staff will turn up for check-in than the GO aircraft seating capacity. Work with the airline's Duty Airport Manager(s) (OR equivalents) and Airport Services CSU (at airline HQ) to monitor and manage such situation

As it is important to ensure that certain CSUs and other GO Team key staff are permitted to board (and thus deploy), the decision **_not_** to load certain persons (or to return persons from the departure gate or to off-load if boarding has already commenced) will typically be applied to members of the Humanitarian Assistance Team (HAT) **_only_** (as there will typically be so many of them, that some redundancy is already 'built-in'). Liaise with the GO Team HAT Co-ordinator to ensure that this is acceptable (it might not be in certain circumstances) and also ensure that all others concerned (especially CMC) are updated accordingly

Appendix **

Capital letter 'I' (as in 'eye')

Extract from ICAO Annex 9 / Chapter 8 - FACILITATION (16th edition - July 2022)

I. Assistance to Aircraft Accident Victims and their Families

8.42 *Standard*. The State of Occurrence of an *aircraft* accident (+ adjacent States as required) *__shall__* facilitate temporary entry into its / their territory/ies, of *family members* of **victims** of said accident

8.43 *Standard*. The State of Occurrence (+ adjacent States as required) *__shall__* facilitate temporary entry into its / their territories, of *authorized reps* of the accident aircraft's *operator* - and / or of any associated codeshare / alliance partner etc. - so as to enable it / them to provide assistance to **a)** accident survivors and their family members; **b)** family members of deceased victims and **c)** the relevant authorities in said States

(Note: Codeshare and Alliance etc. type agreements etc. might typically require 'partner(s)' to act as "first responder(s)" on behalf of the accident aircraft's operator, if the former can reach the accident location in a significantly quicker timescale than the latter)

8.44 *Recommended Practice*. In arranging for the entry of persons referred to in 8.42 above , the State of Occurrence and adjacent States *__should__ not* require any travel document other than a passport - or an emergency travel document issued specifically to such persons - so as to enable them to travel to said States. However, where the State of Occurrence or an adjacent State *does* still require entrance visas etc. for persons referred to in 8.42 *__and__* 8.43 above, it should facilitate and expedite issuance of same

8.45 *Standard*. ICAO Contracting States *__shall__* make arrangements to issue emergency travel documents, as required, to any of their nationals who have survived said accident

8.46 *Standard*. ICAO Contracting States *__shall__* extend all necessary assistance (e.g. clearing customs, arranging transport, ensuring associated dignity etc.) in the repatriation of human remains to countries of origin etc. - if so requested by family members of the deceased and / or the accident aircraft's operator

8.47 *Standard*. **ICAO Contracting States *__shall__* establish legislation, regulation and / or policies in support of assistance to *aircraft* accident victims and their families**

(Note - Attention is drawn to ICAO Doc 9998, '**Policy** on Assistance to Aircraft Accident Victims and their Families' and ICAO Doc 9973, '**Manual** on Assistance to Aircraft Accident Victims and their Families' [Comment: note that at time of writing this extract, both aforesaid documents are now 10 years old!])

8.48 *Recommended Practice*. **ICAO Contracting States *__should__* ensure that their associated *aircraft* and *airport* operators, as appropriate / relevant, develop appropriate plans to provide timely and effective assistance to aircraft accident victims and their families**

(Note: such *__Airport__* operators' plans may form part of the associated *Aerodrome* Emergency Plan (AEP), as per / required by ICAO 'Annex 14 - *Aerodromes*')

 Further Explanatory / Useful Information (i.e. _**not**_ part of the above as originally produced by ICAO)

At most major, commercial airports, **_non-based_** (at any particular airport) **_aircraft_** operators (passenger airlines for purposes used here) rarely have significant numbers of their own staff serving their (own) associated flights. Instead, they contract the services of an appropriate '**_ground handling agent_** - **_GHA_**' so to do

Thus the associated role of such GHA in airport (aircraft accident) **emergency response ops is vital - and should thus** _be additionally accounted for by all concerned_, in addition to what has already been documented on page **37** above

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GO Team Deployment Scenario - Schematic

See next page:

Main *City* + **Only** *Major Airport* in Country

Only *Hospitals* (x 2) in Country located here

Uninjured Reception Centres based here

Part of Airline's *Rear GO Team* will be based here

GO Team

Crash Site (Access via helicopter and / or on foot only)

By Helicopter

45-50 minutes each way

60 minutes each way by road

Town Nearest to Accident Site

Other Part of Airline's *Rear GO Team* will be based here

Not to Scale

Furthest Limit of Motor Transport Access + Airline's **F**ield **C**ontrol **C**entre Location (Airline's *Forward GO Team* will be based here)

2 hours each way by road / track

40