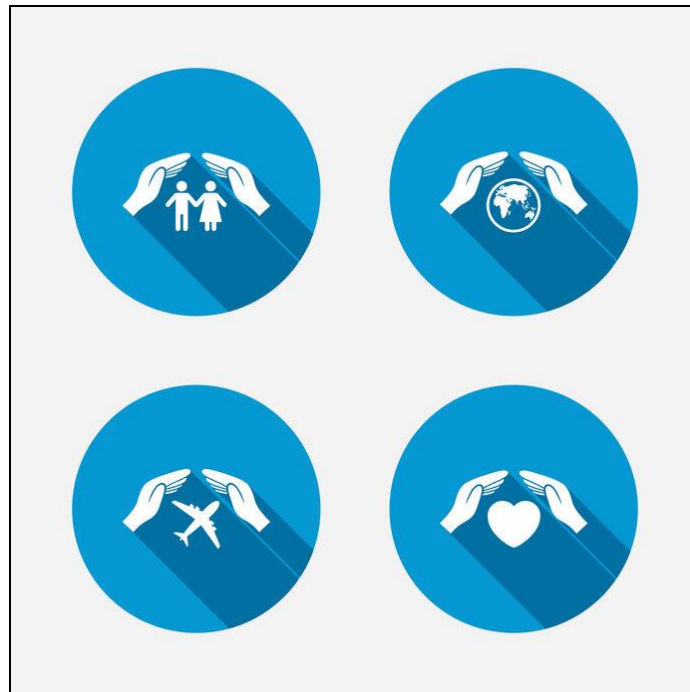# A brief introduction to the "Airline Humanitarian Assistance Team - HAT" Concept

Relevance: **Airline Crisis / Emergency Response Plan Operations**

Assistance to Aircraft Accident Victims *and their* **Family, Relatives and Friends**

Note 1 - Terms and acronyms used in this article are mainly *generic* i.e. not specific to any airline, airport etc. Whilst many will be the same or similar to actual terms in use, the 'generic' use and nature of such terms and abbreviations should always be remembered and accounted for accordingly. '*Humanitarian Assistance Team* - **HAT**' is the *preferred* term in general use in **this** info article. However, as many airlines world-wide currently use directly equivalent terms such as '*Family Assistance Team*', '*Special Assistance Team*' and '*Care Team*' (there are many more), they should be interpreted (if used in this article) as having the same meaning as (and are interchangeable with) '*Humanitarian Assistance Team*'

Note 2 - for an explanation of any of the terminology used in **this** 'generic' information article - please refer to (*separate*) 'information article' entitled '*Glossary of Terms*' - found at:

http://www.aviationemergencyresponseplan.com/information/

The latter is just one in this complete series of '*Information Article*' documents (you are reading another right now) dealing with airline, airport and similar aviation organisations' response to '*Catastrophic Aircraft Accident* / *Aviation Disaster*' and similar adverse impact type occurrences

Generic Acronyms which might be used in this Info Article

AKA   'also known as'

C4   (Crisis Related) **Command, Control, Co-ordination & Communication activities**

CCC   **Crisis Communications Centre**

CD   **Crisis Director** (Person charged with overall *airline* crisis C4 - at the highest level)

CHC   **CMC - Humanitarian Assistance** (Team[s]) **Controller**

CIQ   **Customs, Immigration & Quarantine** ('Port Health' is an alternative name for 'Quarantine')

CISD   **Critical Incident Stress** (Management) **Debriefing**

CISM   **Critical Incident Stress Management**

CMC   **Crisis Management Centre** (highest level *airline* C4 facility - typically located at Airline HQ)

C-LACC **Controller Local Accident Control Centre** (Airline's local *Station* person charged with *local* C4 responsibility on behalf of that airline)

CPM   (ABCX Airways) - **Crisis** (Response) **Planning Manager**

CRPM   (ABCX Airways) - **Crisis Response Planning Manual**

CRC (A) (Uninjured) **Crew Reception Centre** - Typically located 'airside' at local (accident?) airport

CRC (L) (Uninjured) **Crew Reception Centre** - Typically a landside facility (e.g. a hotel) at or near local (accident?) airport

CST   **Crash Site Team**

CSU   **Crisis Support Unit** (selected elements of airline departments / business units - having direct emergency response accountabilities regarding the particular department / business unit)

DVI   **Disaster Victim Identification** (also known [particularly in USA] as 'DMORT' [Disaster Mortuary Operational Response Team])

ECC   **Emergency** (Telephone) **Call / Contact /Information Centre**

EOC   Local *Airport Operator's* **Emergency Operations Centre** (Airport's crisis response C4 facility [contrast with 'LACC' and 'CMC'])

* **ERP**   (Aircraft Operator) **Emergency Response Plan** (being part of the airline's overarching CRPM)

    * ERP -   the '*ERP*' part of the CRPM (i.e. CRPM *Part* 1 *specifically*) deals with 'catastrophic aircraft accident' type scenarios <u>*only*</u> - and does <u>not</u> cover e.g. aircraft incidents; operational disruption / business continuity; public health crises; natural disaster crises etc.

FAC   **FR Assistance Centre** (see alternative and *PREFERRED* term '**HAC**')

FCC   **Forward Command Centre** (a unit deployed by the involved accident airport operator)

FEC   **FR Enquiry Card** (used in association with / for crew, passengers, ground victims etc.)

FR   **Family, Relatives and Friends** (associated in some valid way with accident victims). As used herein, such FR are assumed to have *NOT* been travelling on board the accident flight

FRRC   **FR Reception Centre** (usually located landside at or very close to local [accident?] airport)

GHA   **Ground Handling Agent / airline representative at airline Station locations** (in general)

GHC   **GO Team - Humanitarian Assistance** (Team[s]) **Co-ordinator**

HA   Humanitarian Assistance

HAC   Humanitarian Assistance Centre (typically located landside [e.g. in a hotel{s}] - at or near local [accident?] airport)

HAT   Humanitarian Assistance Team (AKA Special / Family Assistance Team; Care Team and so on)

HQ   Headquarters

ICAO   International Civil Aviation Organisation (a United Nations organisation)

JFSOC   Joint Family Support Operations Centre (usually co-located within or near HAC [JFSOC concept is mainly {but not exclusively e.g. it is also used in the UAE} used in the USA])

LACC   Local Accident Control Centre (i.e. an airline *Station's* crisis response C4 facility) (contrast with '*EOC*' and '*CMC*')

LGT   Leader GO Team (person in overall charge of a deployed airline GO Team [reports to CD])

MGFR   Meeters and Greeters (at arrival airport[s]) of accident victims (including any FR)

NOK   Next of Kin / Closest Relative - and (broadly speaking) equivalent persons

NTSB   National Transportation Safety Board (part of USA's Department for Transport)

OCC   24H Operations Control Centre at airline HQ

ODM   OCC - Duty Manager

PDA   Person(s) Directly Affected. (Note - the preferred term '*victim*' is used in *this* document)

   Note - 'PDA' is a trademarked term registered to Kenyon International Emergency Services

PFA   Psychological First Aid

PPE   Personal Protective Equipment

PRC   Passenger Record Card (also used for crew)

RA (A) Re-uniting Area - on airport

RA (O) Re-uniting Area - off airport

SRC (A) (Uninjured) Passenger Survivor Reception Centre - Usually located airside at local airport

SRC (L) (Uninjured) Passenger Survivor Reception Centre - Usually located in a land-side hotel at or near local airport

TDA   Transport Disaster Assistance unit (Part of the NTSB)

TL   (HAT) Team Leader

VRC   Victim Record Card (more precise [and preferred name] for 'Passenger Record Card')

Section 1 - INTRODUCTION

Integral to any airline's overall emergency response plan (ERP) should be a '*sub-plan*' for how it intends to deal with the considerable humanitarian, welfare, informational and related responses required, following a catastrophic aircraft accident (aviation disaster). *In this document* all of the aforesaid come together under the generic subject matter heading - '*humanitarian assistance*'

The *first* 'group' of recipients of 'humanitarian assistance' will be those from the accident aircraft itself (*air victims*) - together with those 'on the ground' (*ground victims* [if any] - the latter being those killed, injured, traumatised etc. as a direct result of the accident aircraft hitting the ground / similar severity situation). In this document **ALL** such persons are *collectively* known as '*VICTIMS*'

The *other* (second) group typically comprises those persons, having one form or another of a familial / emotional / support etc. type connection etc. - with victims

This second group typically (but not exclusively) comprises '*family, relatives and friends - FR*' of accident victims, but can (in appropriate circumstances / in a wider context) also include all types of 'crisis responder' (amongst others) - including appropriate, responding airline and airport etc. staff

The *key requirements* for providing the most effective, efficient and expedient humanitarian assistance operations / services by an *airline* (aircraft operator and / or its representative[s]) include (list is not exhaustive):

- Adequate & continued approval and support (top management 'buy-in' and 'follow-up')
- An adequate plan (Humanitarian Assistance [Team] Plan)
- An adequate sized responder team (Humanitarian Assistance Team - HAT)
- Associated resources provided (budget, infrastructure, facilities, transport, equipment etc.)
- Adequate and on-going training and exercising provided and attended
- Adequate response (esp. set-up / operation of a Humanitarian Assistance Centre [HAC])
- Adequate supervision at all appropriate levels
- An 'environment' conducive to continual improvement
- Continual buy-in and support of the concept by all concerned

An airline will typically <u>not</u> provide its humanitarian assistance response in isolation - but rather as an integral part of a larger humanitarian response involving other, mostly non-airline (external) resources - typically:

- Emergency Services / Civil Defence / Equivalents (Police, Fire, Ambulance, Military etc.)
- Airline Representatives (e.g. Ground Handling Operators /Agents etc.)
- Airport Operators / Airport Authorities etc.
- Other airlines & similar where appropriate e.g. alliance, code-share and mutual aid partners
- Regulatory type authorities and equivalents (e.g. air accident investigation; disaster victim identification [DVI] etc.)
- Various Health, Welfare, Social & similar Service Providers (typically provided by national / federal, regional and local / tribal government etc. type agencies)

- Other appropriate elements of national, regional and local government etc. as required
- Non-government and voluntary organisations
- Religious (faith) groups
- Commercial (third party / external) Specialist Organisations (i.e. specialising in 'humanitarian assistance' type ops - particularly airline related)
- The Media etc.

It is important to understand the different *contexts* in which an airline might be required to provide / contribute its humanitarian assistance response:

- One context is related to a sophisticated and centrally managed national (government) and / or regional (local government) etc. humanitarian assistance response operation - where considerable airline participation is *legally* required / mandated in certain circumstances (e.g. as applies in the **USA**)

- In a different 'sophisticated' context, but similarly legally mandated and centrally managed at government and / or local government level - where airline participation is *not* highly placed (however, it *is* formally recognised at least) in the list of responders providing humanitarian assistance (e.g. as applies in the * **UK**)

  * Since December 2010 the European Union has also initiated similar measures (regulation) to the above - perhaps (arguably) positioned somewhere between the contexts of the US and UK systems.

  However, as at 20**2**1 only a very small number (**3** i.e. Italy, Netherlands and Spain) of the **27** EU countries had actually implemented same

  A small number of other countries also have similar measures in place e.g. Australia; Brazil; China; Japan, South Korea, UAE etc.

- At the other extreme, the *airline* provided / sourced humanitarian assistance response operation (if any!) might be all that is available 'on the day' i.e. the buck stops with the airline!

  This is particularly applicable in some developing countries (& some developed countries too!) where an adequate crisis response infrastructure (including the humanitarian element) may be inadequate or even non-existent - from government level down!

  It might also be applicable in some remote locations around the world - purely because of that remoteness (think 'North Pole' [airliners fly over it every day!]). However, in such circumstances it is likely that 'one or other country' involved in some way, will provide some measure of support e.g. Air France flight AF 447 (crashed in Atlantic Ocean in 2009) and Malaysian Airlines flight MH 370 (strongly believed to have crashed in S. Indian Ocean in 2014)

Section 2 - **KEY ELEMENT considerations - airline provided HUMANITARIAN ASSISTANCE SERVICES**

Adequate Approval & Support (1)

The first task in setting up an airline humanitarian assistance response capability is to gain unqualified approval from the airline's top manager and then (if necessary) from the airline board of directors (or equivalents)

Approval alone, however, is not enough as top level authority and commitment also need to be *adequately demonstrated*. This is evidenced by e.g. provision of an appropriate budget and all of the other considerable resources required, the main one of which is the provision of the *manpower* required to deliver said humanitarian assistance response in the first place i.e. an airline (and / or airline representative) '**Humanitarian Assistance Team**' - (HAT). A close second will be ongoing (and adequate) budget provision

A 'champion' for all things related to humanitarian assistance should be appointed (by the airline's top manager [accountable manager]) from the airline's top management team and appropriate 'terms of reference' issued - the main one being to 'troubleshoot / clear obstacles and problems' for the lower level managers charged with actually preparing, introducing, implementing, training, exercising, maintaining and continually improving the humanitarian assistance response

Note - The main impetus to be considered by the top management team is the risk to the airline's brand / image / reputation etc. if it is unable or unwilling to offer a credible humanitarian assistance response related to a catastrophic aircraft accident type scenario. This is a real (as opposed to imaginary) risk which could potentially impact adversely on the bottom line (financial performance and thus [possibly] on-going existence) of the airline itself, should the risk materialise i.e. should a catastrophic aircraft accident occur

Just as importantly as a 'persuader' is what is now termed '*corporate social responsibility*' etc. In simple terms (and in the context of this document only) the provision of assistance to those in need is a humanitarian duty - performed at any level within an involved 'corporation / entity' - from individual through to the entire entity itself. Many organisations world-wide (including airlines) now fully embrace the concept of 'corporate social responsibility'. The risks of not so doing range from the 'involved' airline going out of business and / or prison terms for airline staff (including senior management at all levels) found to have been negligent etc.

Lastly, an increasing number of countries now have *legislation* in place relating to '*corporate manslaughter / equivalent*' - where companies, organisations and staff (particularly [but not exclusively] top management) can be found guilty of serious management failures resulting in a gross breach of a duty of care. Such duty of care might conceivably link to the need for an airline to have a viable emergency response plan (in the first place) - of which an adequate *humanitarian assistance response capability* should be an integral part

Adequate Approval & Support (2)

Top management buy-in may be adequate but, in practice, it is necessary for the *airline as a whole* to also be positively involved in the humanitarian assistance concept, whether as an interested, approving onlooker or as someone who will become much more involved e.g. as a future member of the HAT; part of the airline's emergency response command & control team (HAT element) etc.

Employee support (positive 'buy-in') can be engendered in a number of ways - with the entire, holistic approach being described as something like *'embedding humanitarian assistance into the airline as a whole'*. Some of the methods which might be considered in achieving this include:

- Awareness (leaflets / brochures; intranet articles; briefings; road-shows etc.)
- Consultation (consult, obtain feedback and act on it - where appropriate & practicable)
- Education (training - both general and specific [latter e.g. for potential HAT members])
- Reward (from 'personal' reward [as a HAT member] gained from the possibility of assisting a fellow human being - to more material rewards e.g. free airline tickets; access to First / Business Class airline lounges; shopping vouchers; free or subsidised holidays etc.)

Note - Some airlines have tried the concept of making it *compulsory* for *all employees* to be part of the airline's emergency response system - including provision of manpower for the HAT. Anecdotal evidence suggest that such an approach will typically *not* deliver the desired outcomes

An Adequate Plan

Once approval and support (as described above) is provided or reasonably expected to be forthcoming, it will be necessary to produce appropriate documentation to guide how the humanitarian assistance response is to be resourced and managed, operated, trained and exercised, maintained and reviewed, continually improved etc.

Such documentation is produced in (separate document) '**C**risis **R**esponse **P**lanning **M**anual - Part 1 (ERP) - Volume **3** / *Humanitarian Assistance Operations*'

The most likely *author* and *owner* of the latter manual will be the manager charged with preparing his / her airline for *ALL* aspects of emergency response i.e. either a dedicated '*Crisis* (Response) *Planning Manager* - **CPM**' - or otherwise a manager employed primarily on some other duty but taking on emergency response planning as a secondary (or possibly 'joint primary') role

However, if the airline is large enough and approval / support is forthcoming (including budget), it would be ideal to employ a dedicated person to manage (under the direction and supervision of the 'CPM' [see para above]) all aspects of the airline's *humanitarian assistance* concept including e.g. documentation; recruitment, maintenance and retention (of the HAT), incentives; training and exercising, actual operations etc. i.e. known herein as a '**HAT Manager**'

The associated 'Humanitarian Assistance Operations' manual will typically have sections covering (in no particular order):

- Executive summary / overview (Bird's Eye View)
- Introduction / concept / background / 'setting the scene'
- Definitions & associated explanatory material - providing clarity of concepts & terminology used in the plan (i.e. a glossary - possibly placed in an appendix and / or cross-referred to)
- A brief overview of the airline's overarching Emergency Response Plan (of which the 'Humanitarian Assistance Operations' manual is one of several subordinate components)
- Overview of humanitarian assistance (HA) operations *in general* (including 'self-help' and 'peer support')

- Overview of the theory of the airline's HA operations *in particular* (including command & control; operations at airports / at hospitals / at mortuaries / at emergency holding or accommodation facilities [e.g. the HAC] / in the community etc.)
- Brief overview of possible HAT involvement with 'disaster victim identification'; 'personal effects recovery' and 'repatriation of human remains' type ops
- Brief overview of 'air accident investigation' ops from the HAT viewpoint
- HAT - structure, recruitment, management, administration, health, security, retention etc.
- Airline GO Team in general - and HAT involvement in particular
- HAT specific Alerting & Activation procedure for major crisis response
- HAT communications during major crisis response ops
- The Humanitarian Assistance Centre (otherwise still widely [but incorrectly] known as 'Family Assistance Centre')
- HAT Procedures, Processes (& similar) in detail - other than those already covered above
- HAT Checklists
- HAT - training & exercising objectives / requirements etc.
- Appendices covering e.g. contact lists; vaccination requirements; compensation / claims; forms' self-care / health (physical and mental) etc.

Producing an adequate / 'fit for purpose' documented manual / plan as per above is a vital initial step. However, unless further action is then taken to bring the 'written word' to reality (manual / plan implementation) - no airline humanitarian assistance response will exist in reality

An Adequate Response Team

The 'response team' in the above title is, of course, the airline's HAT

'Who' makes up the HAT?

For a number of valid reasons (not expanded upon here) it is *strongl*y suggested that, apart from the 'HAT Manager' and *perhaps* one, possibly two other dedicated staff, the HAT is made up of trained & exercised *volunteers*. This document (the one you are reading now) continues on that assumption

At least one dedicated (non-volunteer) person should be * permanently assigned to overall manage the HAT (this has already been covered on the *previous* page). To recap, the title used in *this* document for such person is '**HAT Manager**'

  * Note, however, that many airlines will only have the resources to provide a 'job-sharing' HAT Manager

HAT volunteers can, in principle, be recruited from almost all parts of the airline (and even externally if certain requirements are met - more on this later)

Where an airline is part of e.g. a parent group (and equivalent situations) - recruitment of staff from the latter is also encouraged, where circumstances so permit / are practicable so to do

Lastly, care should be exercised here as airline etc. personnel are also required to manage / conduct other (emergency related) duties - some of which will have a 'higher' manning priority than the HAT

For a scheduled pax airline operating (i.e. main based) from an *airport* at or near the (its) *airline* HQ and / or main airline hub (e.g. British Airways at London Heathrow; Emirates in Dubai; Cathay Pacific in Hong Kong) - it is likely that the greater majority of HAT volunteers will be recruited from the geographic area near to / in the vicinity of such HQ / hub location (which is typically where they will be living). Consequently, the BA HAT could e.g. report (assemble) quite quickly for a GO Team flight (or, alternatively, ground transport where deployment by air is not required) deploying from the London area (e.g. from LHR/LGW/ STN) - with similar applying to EK in Dubai, CX in Hong Kong etc.

Conversely, (tour operator owned) charter / lease airlines, low-cost carriers etc. are likely to need to recruit their HATs from a significantly wider geographical area, due the number and generally wide dispersion of their main operating bases (and thus where many of their 'people' are / live etc.)

For example, the UK 'holiday' airline 'Thomson Airways (TUI)' recruits its HAT in relatively small numbers from each of its (many) bases located all over the UK. This creates considerable logistics and transportation problems in getting such a dispersed team to come together at the nominated (primary) GO Team departure airport (assuming deployment by air required e.g. to a destination outside UK) - which would (for reasons not expanded upon here) almost certainly be located somewhere in South East England e.g. typically London Gatwick or London Luton airports

> Note - the above three paragraphs help to explain why many *scheduled passenger airlines* can reasonably expect their GO Teams to be in the air within about *3 to 4 hours* or sooner of accident notification to airline HQ; whereas *charter* (tour / holiday) *operators* will typically be looking at around *6 to 9 hours* or sooner

There will also be considerable benefit in providing HAT training to airline and / or airline representative staff (e.g. GHAs) at *airline stations* and in *airline country / regional* (commercial) *headquarters locations*, where appropriate - thus forming an extended and geographically localised part of the airline's main (central) HAT

The above is particularly important where long travelling times from airline HQ / main hub airport to a particular station / destination are involved i.e. where it is going to take the deploying (main) airline HAT a long time to arrive 'on site' (e.g. 1 - in reality, 36 - 48 hours in extremis is possible - depending on the airline's route system e.g. 2 - ABCX Airways HQ is in UK. It flies to New Zealand!)

Further to the above, another advantage is that other (ABCX Airways) stations close / relatively close to the (ABCX Airways or other) station, at or near to which an accident occurs, might be able to deploy small numbers of their *own* HAT trained staff to assist the accident station - prior to the arrival of the main airline HAT from HQ (part of a concept which some airlines call '*Buddy Stations*'). (As per the 2 examples [last para above] Sydney, Australia [to which ABCX Airways also operates] would be an ideal [associated] Buddy Station)

Airlines can be innovative in their search for additional HAT volunteers e.g. *retired staff* (especially if already HAT trained) and trained *adult family members* (of staff) have been used by some airlines (with appropriate insurance cover; vaccinations etc. being provided by the airline - and so on). Many airlines use their company intranet, social media, newsletters etc. to 'advertise' for HAT volunteers - and also provide a quick brief on the HAT during new employee induction training - reverting to them several months later, to see if they might be interested in joining the HAT

A *very* small number of *commercial, third party* (external) *specialist organisations* offer what might be termed 'one-stop shop' emergency response services for major incidents - particularly (but not exclusively) as related to transportation type 'disasters' (predominately airline related)

Most can provide airline related humanitarian assistance type services - including provision of a HAT, set-up, management and operation of a Humanitarian (Family) Assistance Centre(s) etc.

Many airlines, unable to provide HA services themselves (for whatever reason), contract for same with such 3rd parties - and most are generally satisfied with the arrangement. Of course, there are advantages and disadvantages to this and some airlines choose a compromise whereby they have their own, *core* HAT (in relatively small numbers) - supplemented by a commercial 3rd party HAT

Where such 3rd party HAT services are deployed operationally on behalf of a customer airline, it is important that the latter (airline) retains *strategic* command & control of same. This will require an appointed airline person (and *at least* **two** backup persons) to become 100% familiar with the third party's HAT related plans & procedures etc. *Tactical* command and control of any 3rd party HAT deployed on behalf of the customer airline is typically delegated, by the latter, to the 3rd party

How many HAT volunteers required?

The optimum target size of an airline HAT depends on many variables, all of which should be accounted for as appropriate - typically (list is not exhaustive):

- Seating capacity of largest aircraft in airline's fleet (potential max number of *pax* air victims)
- Maximum crew size for above aircraft (potential max number of *crew* air victims)
- Size of airline (provides an indication of max manpower availability for ERP type duties)
- Support from very senior management - particularly policy approval and budget
- Type(s) of operation - scheduled; charter (tour operator); budget; executive; * cargo etc.
- Statistical PAX analyses e.g. family groups carried versus single travellers
- ** Statistical analysis - HAT 'show / no show' rate during real deployments and exercises
- Time of year (peak staff holiday times & winter sickness rates etc. = *low* HAT turnout)
- Morale, dedication and commitment of HAT members (impacts on HAT turnout)
- What duties the HAT are expected to perform
- HAT rotations i.e. replacing a complete, deployed HAT with a complete (but different) team

* Yes - you need to include cargo airlines e.g. a B747 freighter (carrying very dangerous air cargo) crashing into the middle of Mexico City!!!

** Note - 'average statistics' with regard to **volunteer 'show' rates** are probably best obtained during exercises. **As a real example**, one major, passenger airline came up with a statistical '**show-rate**' figure of **between 60 - 70%** after monitoring such data (via real responses and / or exercises) over a number of years

Two more factors require consideration i.e. should a deployed HAT be planned to have enough team members to support 24H ops - or can it be assumed that uninjured accident victims (and / or family, relatives and friends of such victims) will need to rest / sleep - thus permitting most HAT members (assigned to them) to also rest / sleep at the same time (typically during the local night)??? If the latter assumption is considered reasonable, a proportionally smaller sized HAT becomes an option

One must also consider other / additional HAT support operations based e.g. at airline HQ / elsewhere (i.e. other than at / near to the accident site itself) - e.g. 24H shift manning of the HAT management / support desk in the airline's Crisis Management Centre; meeting and greeting at appropriate airports / wherever; deploying in support of family, relatives & friends who elect not to travel to / as near as possible to the accident location (i.e. at their homes / wherever) etc.

For an in-depth look at one fairly robust, reliable and well-researched method of calculating the ideal size of an airline HAT - see page 48

HAT Selection

The majority of persons applying to be part of an airline HAT will *initially* be 'suitable' for the role in most ways e.g. education, skills, character, stability, commitment, willing to deploy overseas, willing to face traumatic situations, personal resilience, line manager's support, family's support etc.

An unwillingness to travel overseas or face traumatic situations face to face etc. - need not bar a person from becoming a HAT member e.g. at time of crisis they can serve in administrative / support positions at airline HQ; act as 'meeters & greeters' at selected airports etc.

However, a word of caution here i.e. be aware (and applicants might not be 100% aware of this themselves) that HAT applicants may already have *overriding* airline responsibilities which bar them from HAT duties e.g. *essential* staff required to maintain *normal* and *business continuity* airline ops during a major aircraft emergency (* pilots, cabin crew and ops control staff are typical examples); e.g. staff having a *higher priority commitment within the overall airline emergency response plan* - such as manning the airline's Crisis Management Centre in non-HAT related positions etc.

It is inevitable that a small minority of applicants will not be suitable (for varying reasons) for *final* selection as a HAT member - and a strategy for 'sensitively' managing such a situation is required

* Note - despite the comment above re pilots and cabin crew, a *relatively small number* of same should be actively encouraged to join the HAT - primarily in the sub-specialist role of '**peer support**'

For required numbers - it is suggested that multiplying the largest number of crew (required to operate the airline's largest aircraft type in terms of passenger seating) by a factor of **3** should be good enough e.g. for a long haul, wide-body aircraft with 4 pilots and 15 cabin crew, the ideal planning size of a peer support team (for crew) should be around 15 pilots (number rounded up to nearest '5') and 45 for cabin crew. The number of HAT Peer Support members required *must be independent of associated calculations* required to estimate the planning number (size) of the remainder (*non*-Peer Support element) of the HAT

Pilot & cabin crew *managers* should typically *not* be part of the Peer Support team, as they will almost certainly have higher priority crisis and / or normal business response roles to undertake. However, they should still receive HAT training in order (at time of crisis) to adequately provide the duty of care required of them in their management roles

See (page 46) for more on 'Peer Support'

Whilst the above notes provide some guidance re HAT selection - it is strongly recommended (when setting up an airline sourced HAT *for the first time*) that the airline also engages the services of a 'specialist / expert' third party organisation to *assist* in the process (e.g. mental health professionals [or equivalent], experienced in psychosocial support of 'those directly affected' post major incident)

The concept here is that the airline's own HAT recruitment person(s) works with said specialist / expert organisation, until such time as he / she feels confident enough to undertake the task alone - but with continuing specialist etc. support readily and quickly available, as required

It is further recommended that the airline also engages the services of the same (or similar) specialist / expert organisation (mental health professionals etc.) to undertake and / or assist with other HA related tasks - including training, testing (exercising), supervision, expert advice and psychosocial support (the latter three probably applying during actual, deployed HAT operations i.e. such specialist / expert persons should actually travel with and support a deployed HAT 'in the field')

It will be necessary to involve the airline's HR, Legal and other departments in appropriate HAT matters as there may be implications re employment contracts, conditions of service, personal record, disciplinary record, insurance, compensation / reward / financial reimbursement, health & safety / medical / vaccinations, competence, personal privacy etc.

Applicants' Line Managers should provide written approval in support of HAT applications. Airline policy should reflect that such approval *not* be unreasonably withheld without good reason (e.g. overriding normal business duties; higher priority emergency response duties etc.)

Adequate Resources

Budget

Some cost is obviously involved in the provision of an *integral* (i.e. airline's own) 24H airline HA response capability. However, looking at the overall constituent components of an airline emergency response plan, HA is typically cost effective in relative terms, as it depends on 'unpaid' volunteers

However, *adequate* budget provision must still be made of course - and this is likely to relate to the following areas - i.e. mainly those occasions when the HA response is *not* being invoked for real i.e. for most of the time (e. g. during recruitment, training & exercising etc.):

> Note - Whilst not the subject of this guideline document*, it is vital for an airline* to pre-plan and approve in principle a budget (**and take out associated insurance**) to adequately cover the costs of the potential requirements of its *entire emergency response plan* (both pre-crisis and for actual [anticipated] crisis operations) - *including the Humanitarian Assistance element*. For example, the set-up and operation of a *REAL* (longer term) airline Humanitarian (Family) Assistance Centre (associated with a relatively recent *real* catastrophic aircraft accident) *resulted in a cost* (to the airline) *for use of this facility alone* (which was a 5 star hotel) of several million US Dollars

- ▪ *Selection & Recruitment*

  Selection & recruitment will incur costs mainly related to retention of third party specialist / expert support aimed at ensuring that only suitable persons are actually recruited. As the process becomes more mature / developed with time, the services of the expert / specialist might be gradually handed over to HAT management staff. Other costs related to selection & recruitment (e.g. travel to interviews) are generally covered under other headings below

- ▪ *Training*

  A major airline operating larger wide-body aircraft is likely to require a HAT numbering between 1,000 to 2,000 persons - possibly more, depending e.g. on aircraft seating configuration; HAT deployment options etc. All such HAT members require training (initial & recurrent) and all aspects of same also need consideration for budget purposes (including preparation, issue and maintenance of training documentation, use of training facilities/ materials, travel and accommodation, meals - and so on)

Again, (external) 3rd party expert support is likely to be the major cost initially - as it is recommended that such external experts conduct all HAT training until such time as the airline is in a position to take over the role itself - which might typically take up to a year or so from the date on which the first course was run. Once the airline is able to undertake the latter task itself - and if it is able to use its own training facilities - training costs should reduce accordingly

▪ *Exercising*

Realistic and reasonably frequent exercising is a must if the HAT is to be able to adequately put its training into effect during a real crisis. It is anticipated that most airlines will be able to run their own exercises - keeping costs (most being related to travel, accommodation and sustenance) to a minimum

▪ *Medical / Health*

The major cost here will be for vaccinations

As an aircraft accident can occur anywhere in the world - so must the airline's 'GO Team' be capable of world-wide deployment - and by far the greater part (typically around 80%) of any GO Team will usually be the HAT

It follows that the HAT (and all other potential GO Team members too) should maintain current and adequate vaccinations for travel to any part of the world to which the airline operates **or flies over** (it is generally too late to vaccinate once the GO Team has deployed - as many vaccines need time [sometimes several months] to take effect. Some vaccines also require several [separate] doses before becoming effective)

It is an unfortunate fact that some (too many) airlines willing to fund a comprehensive GO Team - hesitate at providing or paying for comprehensive, world-wide vaccination cover for same. This is a false economy as the inability to deploy an airline GO Team (due to lack of appropriate vaccinations) is counter-productive, to say the very least

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

▪ *Travel, Accommodation, Food & Beverage etc.*

Mainly related to recruitment, training and exercising

▪ *Administration*

▪ *Communication e.g. newsletters*

- *Rewards*

  Some airlines offer incentives to HAT members if e.g. they attend recurrent training; participate in exercises etc. Such rewards are typically of little or no cost to the airline but can really encourage team member participation. Examples of incentives include free flights and holidays; access to First & Business Class lounges; shopping vouchers etc.

  > Note - A real life example relates to a competition run by a major airline to see which *current* HAT volunteer could recommend for selection the most *new* volunteers. The actual winner's reward (which was only awarded when all selectees finally became fully trained HAT volunteers - there were about 45 of them!) was a week's holiday for said winner + family in an upmarket resort in Mauritius. The flights were provided by the airline and the hotel stay was 'donated' by an associate company

- *Miscellaneous*

  Employment of a full time airline person (*HAT* Manager) - dedicated only to planning for and overall management of the humanitarian assistance response - is *very* strongly recommended. Should such a manager be employed, this will also be a budget issue

  Whilst a dedicated airline Crisis (Response) Planning Manager *could* undertake this task as one of his / her many other duties, it would be almost impossible to manage effectively / efficiently if the size of the HAT is considerable and, consequently, such recourse is **NOT** recommended

  This situation is exacerbated if the airline's *entire* emergency response plan (including humanitarian assistance aspects) is the responsibility of a *non-dedicated* person undertaking the task as a 'secondary duty' - e.g. the airline's safety, quality or security manager

  Where an airline cannot provide an adequate *integral* (its own) HAT resource - the costs re engaging 3rd party (external) HA support must also be included in the appropriate budget, including (as already mentioned) acquisition of associated, appropriate insurance

Material Resources

The HAT requires few additional material resources in addition to those 'service resources' already identified further above. Those that are required might typically include:

- *Uniform and 'Bespoke' Identification*

  Many airlines identify their HAT by means of 'uniform' - which may be essentially the same / similar as / to that worn by uniformed airline staff working e.g. as cabin crew, at airport customer facing positions etc. - or can be unique to the HAT, albeit retaining some form of parent airline branding

  It is also essential to create unique (additional) airline identification (ID card or similar) for the HAT, to include airline branding and a photograph. Somewhere on this ID document / card should be a very brief explanation of the HAT members' roles and responsibilities - with a 'request to all parties' to fully assist the HAT member in that role

  > Note - Normal airline ID should *also* be carried and displayed whilst on HAT duty

- *GO Kit*

  The airline's GO Kit comprises equipment, documentation etc. designed to support a deployed airline GO Team, for an appropriate period of time. *Part* of the GO Kit will be specific to supporting the HAT element - typically including (list is *not* exhaustive):

  - Basic Personal Protective Equipment (PPE) e.g. surgical gloves & masks; anti-bac / virus hand wash; mosquito nets; sun hats; sun cream; water purifying tablets etc.
  - First-aid kits - from basic to fully comprehensive
  - Permitted Medical supplies e.g. anti-malaria drugs; permitted pain killers etc.
  - Resilient communications e.g. satellite phone(s); mobile (smart) phones capable of sending & receiving data via e.g. video / voice, email, social media; FAX etc.
  - Portable ICT equipment e.g. laptops; printers
  - Badging equipment & associated supplies (Note - Those to whom the HAT is providing assistance at e.g. a central facility - such as a 'Humanitarian [Family] Assistance Centre' (HAC) - should be provided with identification badges. This will assist considerably with both the administration and security of such persons and the operation of the HAC facility itself)
  - Portable office equipment e.g. filing cabinets; fold-up desks and chairs etc.
  - Spares; refills; adapters, cables; batteries; chargers etc. - as appropriate
  - Appropriate (HAT emergency response related) documentation e.g. airline ERP; HAT Manual (including all appropriate procedures, checklists etc.); Crisis Contacts Directory (listing essential / useful telephone & FAX numbers; email addresses etc.)
  - Stationery - all types and in sufficient quantity

Note - it is implicit that the *HAT element* of an airline GO Team will **NOT** deploy to / operate in what might be termed 'survival conditions' and similar e.g. in harsh or hazardous terrain and / or environmental conditions; in areas where personal safety cannot be reasonably guaranteed etc. Consequently, a deployed HAT requires some form of minimum supporting infrastructure in which to operate. This is generally not a problem at major cities, towns and airports but, where this is not the case, the HAT will require the following *minimum operating facilities / conditions* (list is not exhaustive):

- Adequate security - for both personnel and equipment. **THIS IS IMPORTANT**

- Basic accommodation / shelter - e.g. minimum of school hall; gymnasium; suitable tent etc.

- Basic sustenance (food & drink). The latter must be contamination free or, in the case of water, capable of being easily de-contaminated e.g. using water purifying tablets. Type & quality of foodstuffs to be 'reasonable' (Note - the *pre-planning* expectation is that it will *not be possible* to cater for cultural, ethnic, religious and similar diets etc.)

- Basic sanitation (washing and toilet facilities). 'Primitive' type facilities will *not* be acceptable

- Basic health protection e.g. measures available to avoid malaria (mosquito nets available; mosquito repellents and anti-malaria drugs available; written guidance on avoiding infection etc.) and other, appropriate diseases / health hazards

- Electrical power supply essential (use of generators; solar panels etc. acceptable - as appropriate)
- Landline telephone connection highly desirable; land based IT connection highly desirable (Note - reliable telephone & IT connections via mobile, satellite or similar [e.g. 5G] networks are acceptable alternatives provided that the GO Team / HAT has ready access to them & the associated hardware)

  Note - the 'host organisation' (e.g. government [all levels]; police; hospitals; military; Red Cross / Crescent'; NGOs; local airlines / ground handlers / airport staff; 'faith' representatives; hotels etc.) should be requested to supply appropriate resources as per above (if / as available - which they might not be in some parts of the world) - if not already in place / otherwise available to a deployed HAT

HAT Training

All HAT members require *initial training* and, thereafter, must attend *recurrent training* as specified by the airline (typically annually). There should never be such a thing as an 'untrained HAT member'

The airline should *initially* engage the services of a third party (external) mental health expert or similar specialist to prepare and deliver both initial and recurrent HAT training. The specialist should be familiar with the concept and operation of mass transport related humanitarian assistance operations, particularly those related to aviation. *(Such specialists do exist!)*

Perhaps the best way to find such specialist (the specialist can be an individual(s) or an organisation) is via recommendation from other airlines which have already been through the same process

Prior to commencing actual training, the airline and external specialist should jointly agree on and prepare all training related material. They should also agree on the adequacy (fitness for purpose) of the proposed training syllabus, method(s) of training delivery to be used and a suitable means of checking that associated learning objectives have been achieved

The airline person responsible for HAT management (i.e. the HAT Manager or equivalent) should be involved in all aspects of training preparation and attend all training sessions up to the point where he / she feels confident in proficiently delivering the training him / herself. A similar concept should apply to selected *'next level below'* HAT supervisors (e.g. team leaders) in order to spread the training load and allow for trainer leave, sickness etc.

Once the airline is able to conduct its own training, it is recommended that the external specialist still be retained to *periodically audit the entire HAT training system* - including on-going assessment of all trainers. The specialist should also deliver appropriate (initial) training for all new '*prospective trainers*' joining the training team

Assuming that HAT training will be conducted in the 'traditional' classroom way - it is suggested that *initial* training be conducted over a *minimum* of two full days in order to provide sufficient time for the appropriate syllabus to be delivered. Anything less probably means that the syllabus is not comprehensive enough for purpose (Note - significant role play will almost certainly be involved in initial training, and this takes time). As mentioned, an appropriate method of checking that learning objectives have been achieved should also be in place

Recurrent HAT training is typically undertaken annually by all HAT members (not all at the same time of course i.e. staggered training is required). It is suggested that half a day should be set aside for annual recurrent training - with a full day being required every two years………………and so on

A *separate* training regime should be available for HAT managers / subordinate managers / team leaders / trainers etc. As mentioned, all such training should be delivered by the retained third party specialist

Many airlines now use 'on-line learning' to assist with training e.g. it is feasible to cut face to face *initial HAT* training down to about 1 day, provided that an appropriate on-line learning package has been pre-studied and trainees 'tested' in same accordingly. (The '*face to face*' requirement is still necessary for the *practical* element of the training i.e. this is over and above [additional to] the academic training delivered on-line). The same concept applies to *recurrent* training

Comprehensive training records must be maintained and retained by the airline

> Note - where an airline has its own training department, the latter can potentially be of considerable assistance in the *preparation* of HAT training, especially with use of on-line training (if available)

Exercising the HAT

The process of preparing a HAT to the point where it is 'fit for purpose' (and keeping it there) involves many considerations - two of the most important being quality documentation and quality training. Hand in hand with these goes effective and efficient *exercising / testing* of all aspects of the HA concept and its actual practice

Major Exercises - HAT Involvement

Many airlines hold *major* emergency response exercises every one or two years. A 'good' exercise typically requires many months of planning, considerable resources, is as realistic as possible and 'practises' most major elements of the airline's ERP. The HAT Manager (or equivalent) must take every opportunity to involve the HA plan / HAT in such exercises, to the fullest extent possible - as this is typically the only emergency exercise where *everything* has the opportunity to get 'joined up'

In general, commercial *airports* are legally required to conduct a full scale emergency response exercise at least every two years. 'Smart' airlines will arrange for one of their own (major) emergency exercises to run concurrently with and as part of such airport exercises, if circumstances so permit (e.g. where the airline concerned has a strong 'presence' at the airport conducting the exercise)

Not only will this enhance the airline's 'learning experience' as a whole, but the HAT in particular will probably be able to deploy to airport (and even off-airport) facilities where their services will be required (as they would be in reality). Such facilities typically include:

- Airport Uninjured (Survivor) Reception Centre(s)
- Airport Family, Relatives & Friends Reception Centre(s)
- Airport and off-airport Re-uniting Locations
- Hospital(s)
- Mortuaries / Morgues
- Off-airport facilities where uninjured victims can be held / accommodated
- Off-airport facilities (HAC / FAC) where family & friends (of all victims) can meet / be accommodated / be provided with info / be cared for etc.

Another type of major airline exercise might be based on an aircraft accident occurring e.g. 'overseas' etc. - the aim being to exercise as many aspects as practicable of *GO Team* deployment. Such exercises can (and should) extend to the point where the GO Team is actually on board the GO Aircraft (fully crewed, catered, flight planned etc.) - up to the point where (in reality) the pilots would be ready to start engines

As it is expected that around 80% of an airline GO Team will typically comprise the HAT - this is an excellent opportunity to exercise HAT alerting & activation; travel to departure airport; check-in and boarding; loading of GO Kit and other professional equipment; pre-departure briefings; meet the rest of the GO Team etc.

An unavoidable disadvantage of major airline emergency response exercises is that they cannot (for a number of valid reasons) be held as often as might be considered ideal e.g. with a 1000 strong HAT (some airlines have HATs *VERY* considerably larger than this!) and a *major* exercise being held (at the very most) annually, it will take several years + before *all* HAT members get the chance to participate...............and so on ad infinitum

HAT - Modular (Minor) Exercises

Modular HA exercises are designed to test selected *components* of the airline's overall HA operation

Such exercises are typically run every three to six months and thus give the opportunity for wider HAT involvement - albeit at the cost of not being able to participate in a 'joined-up' exercise which tests the entire plan

Modular exercises should (over a period of around two years [i.e. 4 different exercises]) be designed to cover the entire HA operation. They should be de-conflicted and well separated by time from any major exercises

Note - Comprehensive exercise reports / records must be maintained and retained by the airline

Note - Each exercise should be followed up by 'wash-up' debriefings designed to *highlight* AND *deal with* issues which 'could have been done better'

Adequate Response

It is generally *not* the intention to provide *detailed* information herein - as to what might be considered to be an 'adequate response' - from the HA viewpoint

It is for the 'retained external / third party specialist' and the HAT Manager (or equivalent person) to include in the airline's 'Humanitarian Assistance Operations' manual /plan (CRPM Part 1 / Volume 3) all of the information / detail etc. necessary to conduct actual HA operations to a defined, achievable level - which is commensurate with the task - i.e. an adequate (fit for purpose) response

After the latter has been successfully accomplished, adequate training / exercising (mixed in with any real HAT deployments) should do the rest

However, some simplistic, diagrammatic type information has been provided on pages 21 to 29, which might be of assistance in better understanding how an airline HA operation works and interrelates with other emergency responders - within and without the airline

Lastly, as it is particularly important that airline participation in *Humanitarian Assistance Centre* (HAC) operations is conducted effectively, efficiently and competently - a fair amount of *general* information on the latter has been provided herein

Adequate Supervision

As already described, an airline HA operation should be 'fit for purpose'. However, where the 'purpose' extends to mental health and similar issues, there is only so much that an airline can do i.e. typically no more than the application of '*psychological first aid - PFA*' (if so trained) in the shorter term, and only then where circumstances so warrant and (in theory at least) at the 'invitation' of the persons at which the * PFA is to be targeted

* See page 46 for explanation of term & concept - 'PFA'

Following a catastrophic aircraft accident there will no doubt be cases of *significant* psychological trauma amongst some surviving victims and also their associated Family, Relatives & Friends (FR), which can only be treated effectively by *mental health* (or equivalent) *professionals / specialists*

Associated statistics indicate that those requiring such intervention in the medium and possibly longer terms comprise a *significant minority* of all such persons so impacted. Accordingly, the airline should retain the services of a suitable 3rd party / commercial entity capable of providing such professional mental health interventions, in the required manner

Additionally (and as already mentioned earlier), such retained '3rd party' should *also* assist the airline in producing its 'HA Operations' Plan - and also conduct training and audit in / of the airline's entire HA operation, as required by the airline

During *actual* crisis response operations, such 3rd party specialist(s) *may* also be asked by the airline to supervise *certain elements* of its HAT operation. This will typically apply to situations where any particular psycho-social support task (PFA and similar) being conducted by the HAT, is deemed to require (or be bordering on) the need for specialist intervention

Where necessary, such specialist can also recommend / advise higher level intervention(s) in appropriate cases - and then (circumstances so requiring) take over and / or facilitate / supervise said intervention

IMPORTANT REMINDER

An airline's emergency / crisis response will not be viable unless people (the airline's most important resource - and *which includes the HAT*) are:

Available in required *numbers + disciplines / roles / specialisations* etc. - to *adequately* operate 24 / 7 for long periods (12 hour shifts assumed)

Quickly available e.g. less than 1 to 2 hours response time on a 24 / 7 / 365 basis (airline 24H ops assumed here)

Reliably available 24 / 7 / 365

Adequately trained & exercised

Capable of rapid, worldwide deployment (selected elements [i.e. as part of a GO Team])

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

If an airline does not have such a system in place, its chances of effectively & efficiently handling any type of major crisis **WILL** be *significantly* impaired

Airline HA Operations- some diagrammatic representations

The diagram on the next page depicts the entire ABCX Airways *command and control system* applicable to the HA model used in *this* guideline document

Page 22's diagram indicates *typical locations to which the HAT might deploy* during actual operations………. and the diagram on page 23 portrays a typical *GO Team* deployment (which will almost always include a HAT element)

Page 24 shows *initial, typical movements of uninjured, injured & deceased victims* at an accident location

Pages 25 & 26 indicates *subsequent, typical movement of uninjured, injured & deceased victims*

Pages 27 & 28 depicts *typical expected movements of associated FR* (including MGFR) - *wherever they might be at the time of and subsequent to* (in the shorter term) *accident occurrence*

Page 29 provides a simple representation of the *major communication links* associated with a catastrophic aircraft accident

ABCX Airways - **Humanitarian Assistance Team** (HAT) - **Command & Control** Schematic
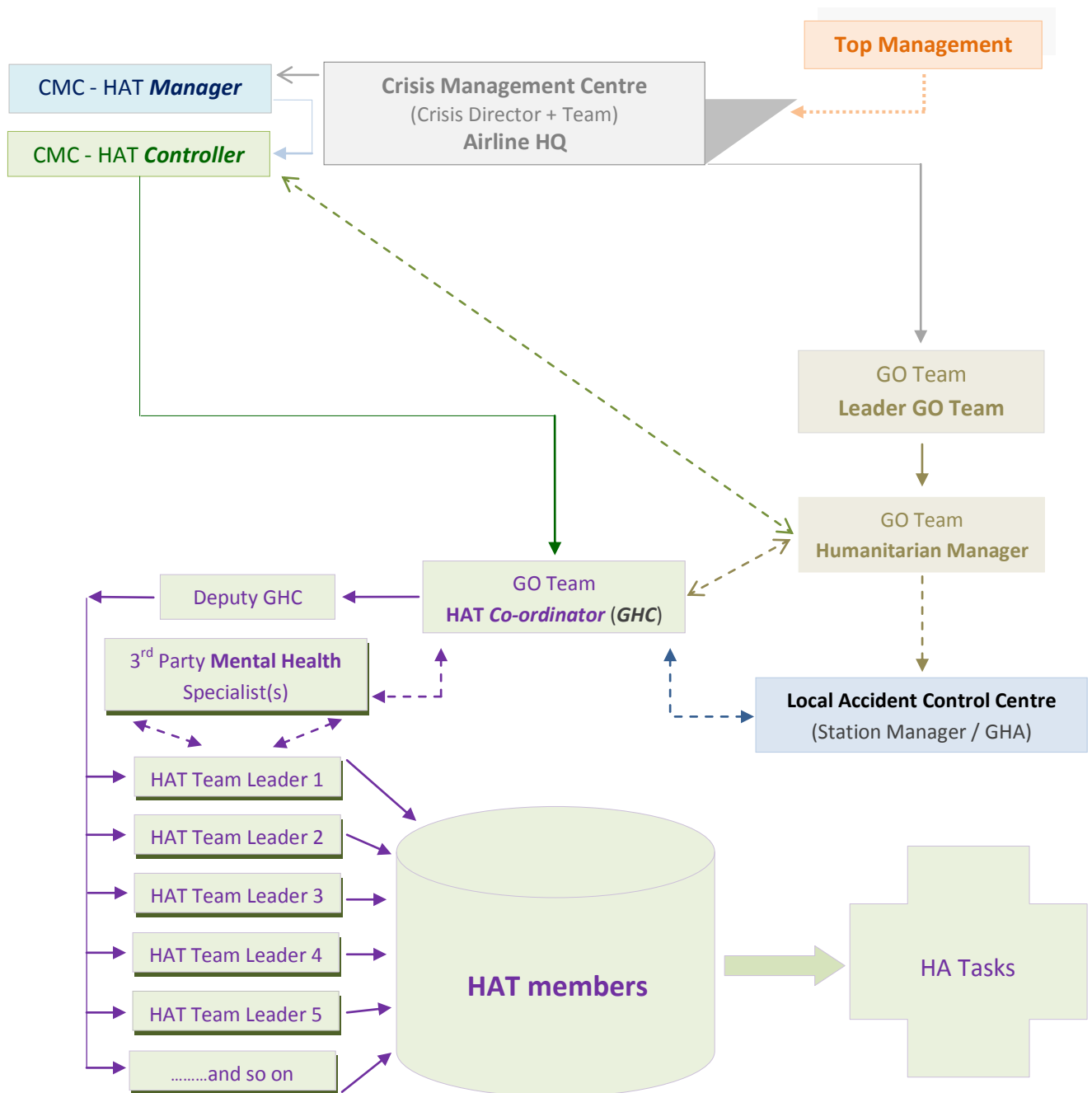
CMC = Crisis Management Centre; HA = Humanitarian Assistance; HAT = HA Team; GHC = GO Team / HAT Co-ordinator

Note - for simplicity, the above diagram does not show any engaged 3rd party (commercial / external) HA support specialists. In reality, many airlines engage such support e.g. from Aviem; Blake; Crisis-Advisors: FEI; Kenyon etc. Such 3rd parties typically deploy independently to the accident site i.e. they do not usually deploy directly with the airline GO Team (whereas engaged 3rd party mental health specialists typically do)

Catastrophic Aircraft Accident-**Humanitarian Assistance Team** (HAT) - **Typical Assignments**

Crisis Director or Leader GO Team

HAT Manager (+ HAT Controller + HAT Co-ordinator)

Airline Contracted Third Party HA Support (if any)

HA Team Leaders

Alerting & **Activation**

HAT Members

Deploy to: (i.e. as **part** of a GO Team on most [*but not all*] occasions)

— Uninjured Crew Reception Centres (Airport Airside and / or [typically off-airport] Landside)

— Uninjured Passenger Reception Centres (Airport Airside and / or [typically off-airport] Landside)

— Family, Relatives & Friends Reception Centre (Landside - usually at or very near to the airport)

— Re-uniting Centres (one on-airport and the other off-airport [latter possibly part of the HAC])

— Humanitarian Assistance Centre (Land/Groundside - usually off-airport but typically close by)

— Hospital(s)

— Mortuary / Mortuaries

— Homes / residences of Victims and associated Families, Relatives and Friends

— Peer Support - i.e. in support of each other, other airline colleagues & external responders

— Anywhere else as required (e.g. JFSOC or equivalent [if set up]; airport 'meet & greet' etc.)

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

OCC / ODM
Alert, Activate, Generate & Despatch

Leader GO Team (LGT)

Forward GO Team

Airline Air Accident Investigation Team + Support

Investigation Manager in Charge

* HAT + CSUs

Forward GO Kit

GO Kit

Rear GO Team

HAT + CSUs

Deputy LGT in Charge

Rear GO Kit

GO Aircraft Crew

Despatch - Departure Airport

Board

GO Team Check in - Departure Airport

Board

Load

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 and Local Support Services (if any)

Conduct Deployed GO Team Ops

Uninjured Holding Area

Medical Treatment Area

Deceased Holding Area

Medical Services

Airport Police / Security

Mobile **I**ncident **C**ommand **C**entre / **F**orward **C**ommand **P**ost

Accident Airline's **C**rash **S**ite **T**eam

TRIAGE AREA

Inner Cordon

Inner Cordon

Inner Co

Airport **F**ire & **R**escue **S**ervice

TYPICAL CRISIS RESPONSE ACTIVITIES AT / NEAR TO ACCIDENT SITE (On airport accident assumed)

CST - This 2 person team represents the accident airline at the **MICC / FCP**. Amongst other things it e.g. delivers the accident flight's Crew List, PAX List & Dangerous Goods info to those needing same
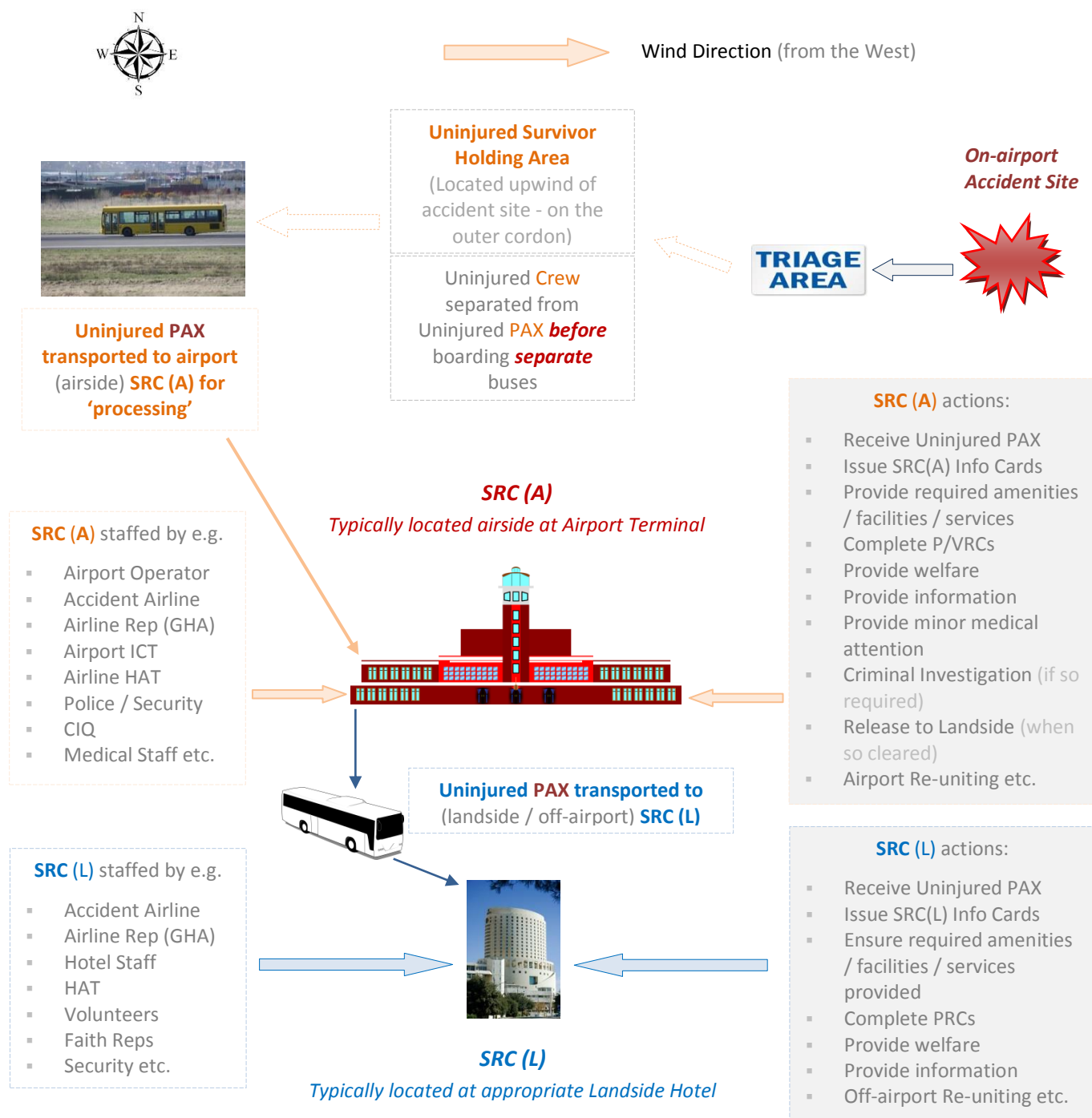
The *MICC / FCP* conducts operational [Bronze] command & control (delegating as required) of all resources shown opposite - whilst same are operating at / near to the accident site. Each agency shown in the diagram opposite should send a liaison rep to the MICC / FCP

For simplicity, diagram is not 100% complete e.g. *outer cordon* not shown - but all agencies shown opposite [except AFRS] operate from the outer cordon; *off-airport* responding resources not shown; *Tactical* [Silver] & *Strategic* [Gold] lines of command & control etc. have been omitted for both on-airport & off-airport agencies etc.

Typical Movement of Uninjured *Passengers* from (*on-airport*) Accident Site

Wind Direction (from the West)

On-airport Accident Site

Uninjured Survivor Holding Area
(Located upwind of accident site - on the outer cordon)

Uninjured Crew separated from Uninjured PAX *before* boarding *separate* buses

TRIAGE AREA

Uninjured PAX transported to airport (airside) **SRC (A) for 'processing'**

SRC (A) actions:

- Receive Uninjured PAX
- Issue SRC(A) Info Cards
- Provide required amenities / facilities / services
- Complete P/VRCs
- Provide welfare
- Provide information
- Provide minor medical attention
- Criminal Investigation (if so required)
- Release to Landside (when so cleared)
- Airport Re-uniting etc.

SRC (A)
Typically located airside at Airport Terminal

SRC (A) staffed by e.g.

- Airport Operator
- Accident Airline
- Airline Rep (GHA)
- Airport ICT
- Airline HAT
- Police / Security
- CIQ
- Medical Staff etc.

Uninjured PAX transported to (landside / off-airport) **SRC (L)**

SRC (L) staffed by e.g.

- Accident Airline
- Airline Rep (GHA)
- Hotel Staff
- HAT
- Volunteers
- Faith Reps
- Security etc.

SRC (L) actions:

- Receive Uninjured PAX
- Issue SRC(L) Info Cards
- Ensure required amenities / facilities / services provided
- Complete PRCs
- Provide welfare
- Provide information
- Off-airport Re-uniting etc.

SRC (L)
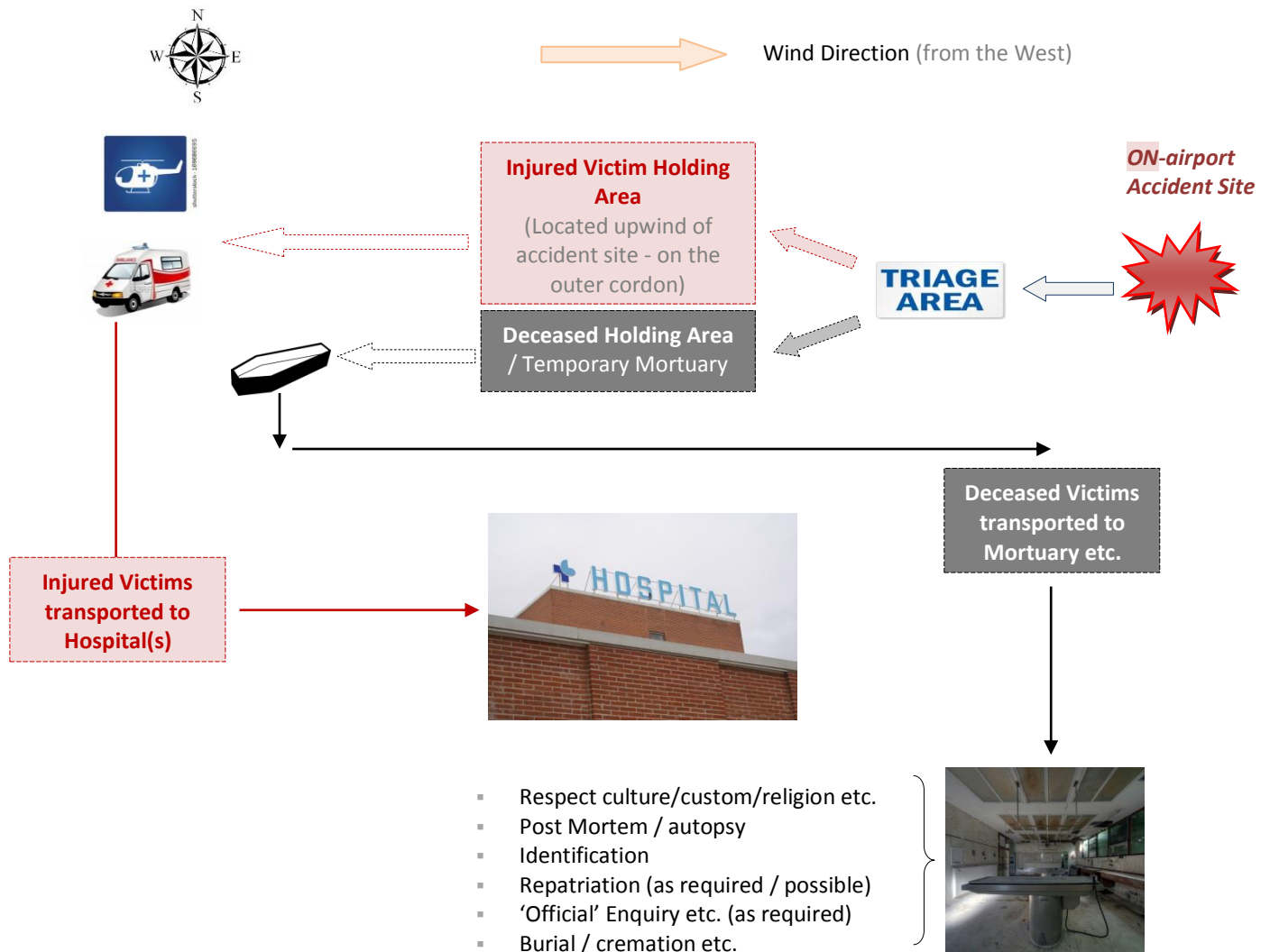*Typically located at appropriate Landside Hotel*

Note 1 - Instead of going to the SRC (L) (*after release* from SRC [A]) uninjured **PAX** might e.g. 1. Go to other local accommodation (including local homes); 2. Carry on with journey; 3. Return to journey start point; 4. Anything else achievable (Accident airline will assist with 1. to 4. above - insofar as is possible / practicable).
Note 2 - It is highly desirable that uninjured **CREW** typically (but not always e.g. if crew are only form of assistance to uninjured PAX) remain separated from PAX after leaving the 'uninjured survivor' holding area

Typical Movement of Injured & Deceased *Victims* from (*on-airport*) Accident Site

Wind Direction (from the West)

ON-airport Accident Site

Injured Victim Holding Area
(Located upwind of accident site - on the outer cordon)

Deceased Holding Area / Temporary Mortuary

TRIAGE AREA

Injured Victims transported to Hospital(s)

HOSPITAL

Deceased Victims transported to Mortuary etc.

- Respect culture/custom/religion etc.
- Post Mortem / autopsy
- Identification
- Repatriation (as required / possible)
- 'Official' Enquiry etc. (as required)
- Burial / cremation etc.

Notes: **1**. **PRC**s **/ VRC**s (or equivalent local forms) to be completed for hospitalised victims (if possible). **2.** P/VRCs to be completed for any accompanying, **uninjured** FR type victims (travelling companions from accident flight) also present at hospital(s). **3**. **FECs** (or equivalent local forms) to be completed for *any other* FR / MGFR present at hospital(s) - (unless any such FR / MGFR has *already* been re-united with his / her associated, hospitalised victim[s]). **4**. Apply same principles / actions (as per items 1 to 3 above) to any mortuary / mortuaries in use for **deceased** victims. **5**. The accident airline and / or its local airline reps should have enquired beforehand as to whether or not its staff and reps (e.g. the HAT) will be allowed access to the potential hospital(s) involved. If not, appropriate agreements, SOPs etc. should have been *pre*-negotiated so as to ensure that the accident airline and / or its reps is / are given access to the appropriate information, in order that it / they can carry out the appropriate humanitarian / equivalent duties. Nevertheless, in some countries / jurisdictions etc. the airline might still be denied such access / info. **6**. The latter (item 5) *might* also apply to some mortuaries. **7**. In some countries / jurisdictions / circumstances it is possible to encounter insensitive / inhumane / degrading etc. handling of the injured and (particularly) the deceased. **8**. In some countries / jurisdictions / circumstances etc. only some (or even none) of what has been written on this page can be expected to take place

Typical Movement of *MGFR* waiting at Accident Airport (+ *locally living FR* also)

- Put out PA messages for appropriate MGFR to go to appropriate airport info desk / wherever (flight number, departure airport, scheduled arrival time etc. to be provided)
- Likewise for Flight Info Display System - FIDS
- At airport info desk etc. - trained airport / airline / GHA staff 'screen' enquiring MGFR to ensure some form of 'valid' involvement with someone on board the 'accident flight'
- 'Valid' MGFR 'requested' to go to the airport's *FRRC* (pre-prepared 'map' issued)
- MGFR 'checked' again at FRRC entrance & (if still assessed as 'valid') given access

  IMPORTANT - wording / actions re any of the above to be appropriately sensitive, diplomatic, compassionate etc.

- Issue FRRC 'info cards' as MGFR enter
- Briefly advise MGFR 'why they are here'
- Advise MGFR that they can typically leave FRRC at any time
- Direct MGFR to the 'unprocessed MGFR' area of the FRRC
- Complete 'FECs' with MGFR
- Direct MGFR to 'processed MGFR' area of the FRRC
- Provide MGFR with appropriate welfare (humanitarian assistance of all [available] types)
- Provide MGFR with appropriate facilities
- Provide MGFR with ongoing info updates
- When (if) possible / appropriate update MGFR on efforts to reunite them with those they were waiting to 'meet & greet'
- When FRRC closes down - brief MGFR on what 'services' might be 'available' to them next e.g. use of the airline provided '*Humanitarian* (Family) *Assistance Centre* - **HAC**

Humanitarian Assistance Centre(s)

Notes: 1. - A local **HAC** is typically set up by the accident airline ASAP after accident occurrence. Where possible, it is located in a suitable, relatively local (to the accident site) hotel(s). **2.** Airline provided / arranged HAC services should be available 24H to MGFR and other locally living FR. Such 'local' persons can opt to be accommodated in the HAC or stay at local residences. For those not choosing HAC accommodation, invitations are typically made for them to attend 'daily' HAC briefings - or otherwise to view such briefings via one or other forms of 'visual' electronic conferencing system **3.** For 'non-local' FR requiring HAC accommodation and services etc, see info on next page. **4.** In the HAC itself a wide array of humanitarian / welfare etc. assistance services should ideally be available. **5.** It is typically 'expected' of the accident airline that it meets all reasonable costs and expenses associated with HAC ops. **6.** In some countries / jurisdictions / circumstances etc. only some (or even none) of what has been written on this page can be expected to take place

Typical Movement of non-*MGFR* type / non-*local* type **Family, Relatives and Friends**
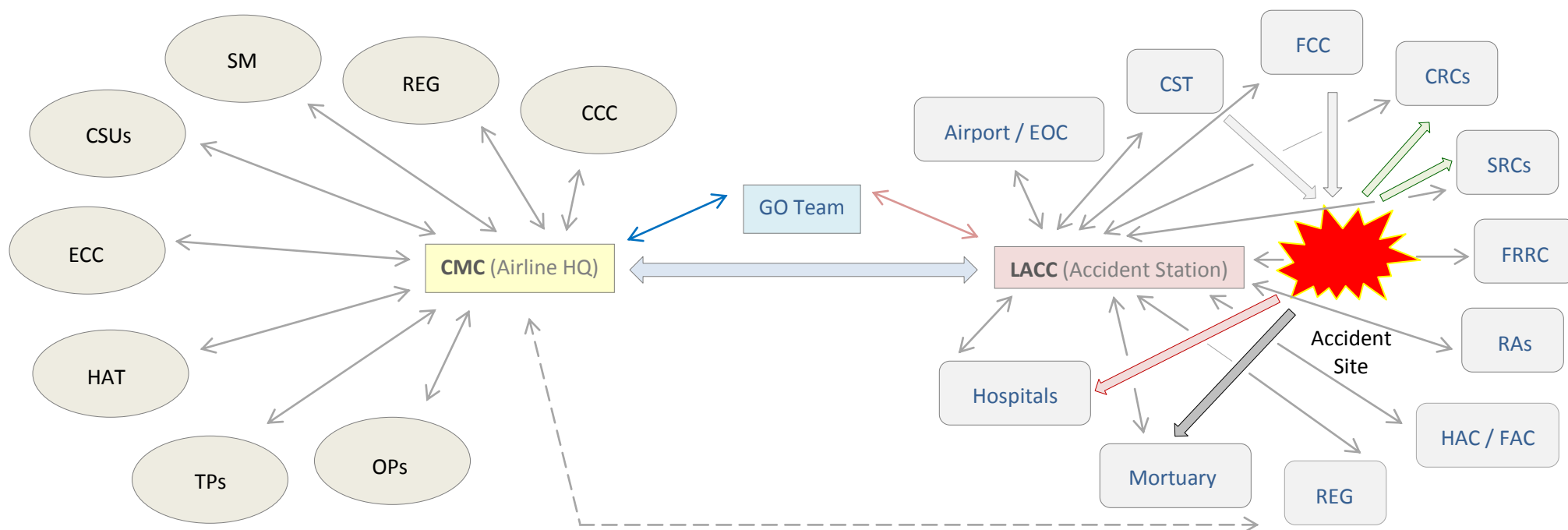

Humanitarian Assistance Centres

Notes: 1. - In the shorter term post major aircraft accident, most FR will typically be communicating with the accident airline via the latter's Emergency Call / Contact / Info Centre (ECC). Amongst many other matters, the ECC should eventually ask 'qualifying' FR (*NOT* living relatively locally to the accident location) 'whether or not they wish to be transported to and accommodated at the airline's local HAC'? For those wishing to take-up this offer, the airline will typically arrange, manage and pay for much of what is required. **2**. - See appropriate notes on previous page for more details re the HAC itself. **3**. - It is expected that some non-local (to HAC) FR will elect *not* to take up the above offer to travel. In such circumstances the accident airline might consider (with permission of the appropriate FR) sending (for a limited duration) some of its HAT members to visit such FR in their local locations, offering appropriate humanitarian and related services. **4**. - Re **FRRC** (see previous page) and HAC ops - note that it *might* be necessary to **additionally** set up and operate both types of centre at the origin / departure / upline airport(s) from which the accident flight departed prior to the accident occurrence at the arrival / destination / downline airport (which we are writing about here). Again, the accident airline and its local reps are typically responsible for so doing. **5**. - In some countries / jurisdictions / circumstances etc. only some (or even none) of what has been written on this page can be expected to take place

Catastrophic Aircraft Accident TYPICAL *COMMUNICATIONS* & *INFORMATION FLOWS*

OPs = Other Parties; **REG** = Legal / Regulatory etc. **SM** = Senior Management; **TPs** = Third Parties providing accident airline with emergency response support services

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Sample (typical example) **Leaflet for use in Humanitarian Assistance Team Recruitment**

Ideally, all of the information provided in the next 3 pages should fit onto a single A4 sized sheet of paper, printed back to back and folded (in the right places) by a professional printing company, to approximately credit card size, with an appropriately labelled * front and back cardboard cover

* An approximately, equivalent example of what the outer (cardboard) covers might look like is shown in the screen shot a little further below. This particular example (which is the real thing) was used as a quick reference guide for the subject airline's 'GO Team'

Adequate budget should be provided for this

Leaflets can be distributed via various means - including distribution during induction training for airline new joiners; displayed at 'reception desks, waiting rooms & recreational areas' around airline premises; electronically available via company intranet; via HAT volunteers etc.
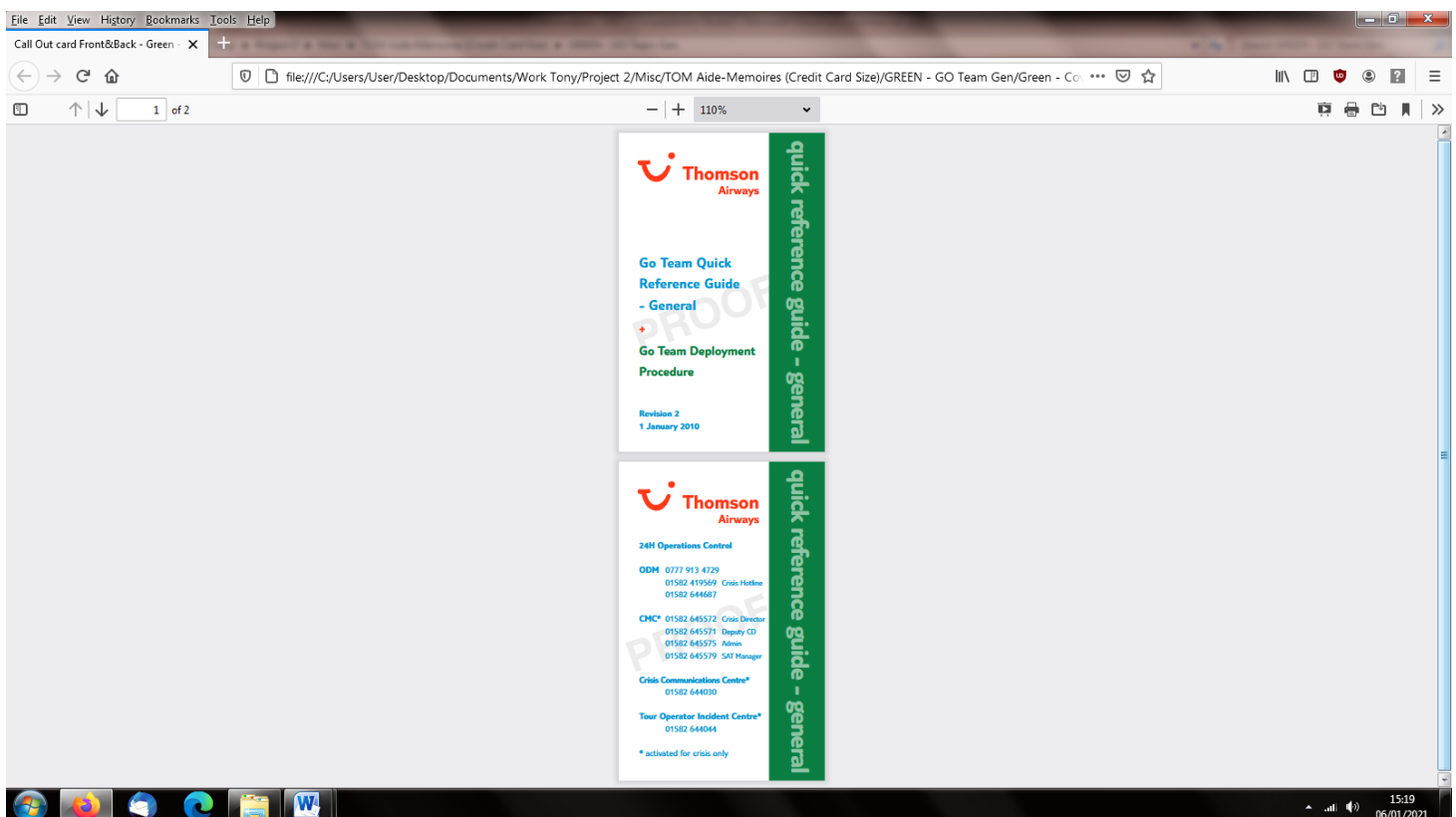
ABCX Airways - (Airline) Humanitarian Assistance Team

DO YOU WANT TO BECOME A 'HUMANITARIAN ASSISTANCE TEAM' VOLUNTEER?

Are you interested in?

- ♥ Personal development & recognition
- ♥ Helping others (including colleagues) in need - at time of crisis
- ♥ Personal satisfaction in helping others in general
- ♥ Doing something 'out of the ordinary'
- ♥ Being part of a great team

…………………… then please continue reading:

WHAT IS AN AIRLINE HUMANITARIAN ASSISTANCE TEAM?

The ABCX Airways Humanitarian Assistance Team (or 'HAT') typically comprises **trained volunteers** recruited from all parts of the airline (and parent / subordinate / associate company [companies] too, if appropriate)

Its **primary objective** is the provision of basic humanitarian assistance services to victims of **major air accidents** involving ABCX Airways and / or a partner airline. Such service provision also extends to the family, relatives & friends of air accident victims - regardless or not of whether the latter survive the accident

As an ABCX Airways related air accidents can potentially occur absolutely anywhere in the world, at any time - the HAT is expected to be able to provide timely assistance on a 24H, world-wide basis

Secondary HAT objectives include:

- ♥ Providing humanitarian assistance services to victims of other types of crisis involving the airline
- ♥ Assisting the airline with humanitarian aspects of Business Continuity / Recovery type issues
- ♥ *Assisting work colleagues (including other HAT members) with personal crisis matters

* Note: This service is otherwise widely known as '**peer support**' and is provided by the HAT at a **basic** level. Where a deeper level of support is required, **professional** mental health services are required. Some airlines provide for the latter by permanently establishing a specialist department, often known as an 'employee assistance centre', which typically has ready and rapid access to such professional services

HERE ARE SOME OF THE TYPICAL PERSONAL QUALITIES REQUIRED OF A HAT VOLUNTEER

- ♥ Compassionate
- ♥ Committed
- ♥ Enjoy working with people
- ♥ Good team member / player
- ♥ Able to work well under pressure and stress
- ♥ Flexible
- ♥ Tactful
- ♥ Diligent
- ♥ Patient
- ♥ Determined
- ♥ Discrete
- ♥ Physically & mentally 'fit' - to a reasonable degree

Note - HAT volunteers should typically be capable of potential deployments away from home & work for fairly long periods (typically up to two weeks & possibly longer) - sometimes under fairly harsh personal & environmental circumstances. This not only requires a strong personal commitment but also positive support from the volunteer's work (line) manager(s) and, where appropriate - family, relatives and friends. A small number of volunteers are **also** required for HAT related crisis support and administration duties at or near airline HQ / home base, at airports located in the country where the airline is main-based etc.

I WANT TO VOLUNTEER BUT AM NOT SURE IF I WOULD BE 'SUITABLE'?

In general, all those volunteering for the HAT will be permitted to undergo the initial training process. Once this is completed a review will take place to ensure that, insofar as possible, the volunteer is happy with the HAT and vice versa. If so, further training, exercising etc. can take place

It is ABCX Airways policy that Line Managers encourage existing and potential HAT volunteers within their departments / business units - unless there is an overriding, identified department / business unit commitment anticipated at time of major crisis, which is manpower critical

Furthermore, if you have already been assigned a significant (non-HAT related) crisis response duty as part of the overall ABCX Airways emergency / crisis response plan, you should typically not volunteer for the HAT

WHAT TRAINING WILL I RECEIVE?

The airline will provide both initial and recurrent training for all HAT volunteers. Training will be delivered via a mix of classroom, e-learning and self-study

Initial training typically takes two full days and includes theory and practical work. Recurrent training involves up to one or two full day's commitment annually

Opportunities exist within the HAT for advancement to 'team leader', 'team manager' and similar supervisory posts. Appropriate further training will be provided for those taking up such assignments

PAYMENT

HAT volunteers are unpaid

However, and in general, all *reasonable* expenses will be reimbursed when associated with HAT duties - including training commitments. More details will be provided during training

Additionally, a number of *incentives* may be run by the airline from time to time - aimed at encouraging new volunteers and retaining trained volunteers

I HAVE READ & UNDERSTOOD THE ABOVE & WANT TO VOLUNTEER - WHAT SHOULD I DO NOW?

You can either fill out the application form available from ……………………………or via the airline intranet at ……………………….

Alternatively, please telephone …………………… or ……………………during office hours

A current schedule for HAT training courses can be found at ……………………………

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Additional Explanatory Material (Glossary)

Study of this section plus attachments is strongly recommended in order that the explanations & concepts used in this info article are clearly understood

Even if you are already an experienced airline 'emergency planner / humanitarian assistance expert' - you will hopefully find study of this section useful if you are to implement this guideline effectively, efficiently and to best advantage, for your airline

Critical Incident Stress Management - CISM

CISM is an intervention (support) treatment developed specifically to assist victims of traumatic events who are (or might be) suffering from related psychological trauma. It is a formal, structured and professionally recognized process for helping those involved in major incidents to share experiences, vent emotions, learn about stress reactions + their symptoms & mitigations - and to provide referral for further help, if so required. CISM providers are typically mental health professionals

There are several types of CISM intervention which can be deployed, depending on the actual circumstances. Variations can be used for dealing with groups, individuals, families and in the workplace. Two of the better known interventions are:

- CISM *Debriefing* - a proactive, confidential intervention, typically involving a *group* meeting or discussion (as appropriate) following a particularly distressing event

  It is designed to mitigate the impact of a major traumatic occurrence by assisting those affected to recover from and / or deal with the associated stress and other adverse impacts - and is typically 'facilitated' by a specifically trained (professional mental health) team or individual. It is ideally provided between around 24 to 72 hours post incident occurrence (which caused the trauma), but may be held later, where circumstances so dictate

- CISM *Defusing* - a shorter, less 'formal' version of a 'CISM debriefing'

  As with the 'debriefing', defusing is a confidential, voluntary opportunity for 'those affected' to learn about stress, share reactions to an incident and vent emotions. The main purpose is to stabilise those impacted by the incident so that they can better prepare to return to normal routines without experiencing undue stress

  Defusing is typically a *'one-on-one'* intervention lasting about 30 - 60 minutes, but may be longer. It is best conducted soon after (i.e. within a few hours) the associated major incident occurrence - but should not be used more than about 12 hours after such occurrence. Where appropriate, CISM *Debriefing* may *additionally* be offered / recommended

Note For some considerable time now a growing number of mental health experts believe that **Psychological First Aid** (PFA) (see page **46**) is the better intervention of choice *(in contrast with the **major** element of CISM i.e. - **Debriefing**)* to help (those affected by major crisis) to better manage (cope with) post traumatic occurrence stress - and to also assist in identifying those persons who might need additional treatment

Such experts are of the opinion that '*debriefing*' those affected (in a group setting) or asking them to recount their experiences (again, as a group) in the first week or so after a traumatic event (as per CISM *Debriefing* protocols) is *NOT* recommended - as such approach is now thought to 'have no impact' (best case scenario) or 'make things worse' (worst case scenario). Furthermore, they (such experts) think that it is important not to impose any particular method of treatment and / or a timeline for associated recovery

However, they also believe that CISM *defusing* appears to equate fairly well with *Psychological First Aid* at achieving 'what is required' and, for the purposes of this info article *only*, these two terms (CISM *Defusing* and *Psychological First Aid*) and their principles / concepts / efficacies etc. are treated as being generally synonymous and used interchangeably

Humanitarian Assistance - HA (Generic Term)

> Those activities aimed at addressing the *practical and emotional needs* of persons affected by major traumatic occurrences. (In the context of the document which you are now reading, the 'traumatic occurrence' relates to a catastrophic air accident type scenario or equivalent impact [aviation related] event)

Expressed more 'technically', such needs are typically categorised as:

1. Psychological & Social (*psycho-social*) Aftercare and Support - provided in the short, medium and longer terms, as required. The associated '*needs*' relate to the following:

   - **Psychological**
   - **Emotional**
   - **Social**
   - **Physical**

The table below indicates some typical human reactions in the immediate aftermath of a major traumatic occurrence. The reactions may be of variable intensity, duration and meaning. Appropriate psycho-social interventions can be provided as required / requested

Psychological	Emotional	Social	Physical
Impaired memory	Shock & numbness	Regression	Insomnia
Impaired concentration	Fear & anxiety	Withdrawal	Hyper-arousal
Confusion or disorientation	Helplessness	Irritability	Headaches
Intrusive thoughts	Hopelessness	Interpersonal conflict	Somatic problems (pain, weakness, fatigue etc.)
Disassociation or denial	Fear of recurrence	Avoidance	Reduced appetite
Lack of confidence or self-esteem	Guilt	Hyper-vigilance	Reduced energy
	Anger		

Psycho-social aftercare and support is an approach (e.g. to *'persons adversely affected'* psychologically by a major [traumatic] incident) designed to foster *'resilience'*. Its aims are to ease resumption back to 'normal life, by encouraging:

   - Self-participation in the convalescence process (whatever that might mean) ....and
   - Prevention and / or mitigation (lessening) of mental illness

'*Persons Adversely Affected*' (in the context used on the previous page) refers to those who are *directly* and adversely affected by the consequences of a major traumatic occurrence (i.e. they were 'part' of the occurrence itself in one 'way, shape or form')…………… together with any other persons *indirectly* and adversely affected - being associated in some 'relevant' way with such persons directly affected. Those indirectly affected typically (but not exclusively) include family, relatives & friends (FR) of those directly affected

Note - It is important to clearly understand that crisis responders (e.g. airline staff) can also indirectly become 'persons adversely affected' - thus possibly requiring appropriate HA intervention (including psycho-social assistance) themselves - in any of its forms

'*Resilience*' (in the context used on the previous page) is the positive capacity of people to cope with stress and adversity. This 'coping' may result in the individual "bouncing back" to a previous state of normal functioning - or possibly using the experience to produce a "steeling (reinforcing) effect" and, consequently, function better than expected (in a similar way to a vaccinations giving a person the capability to better cope with future exposure to associated diseases)

Note - Psycho-social support (in the context of more immediate / shorter term airline humanitarian assistance type operations) is typically provided by first responders (e.g. emergency services) and trained laypersons - particularly (for the latter) the airline's own '**Humanitarian Assistance Team**' - (**HAT**) or similar / equivalent entity

The psychological element of such support is known herein as '**Psychological First Aid**'. Providers should be appropriately trained (initial & recurrent training), exercised, supported and (where required) supervised by professional mental health specialists

Longer term / specialist psycho-social support (including treatment for mental health problems) should be administered by appropriate medical, mental health and 'social services' professionals

The airline **HAT** is additionally likely to be involved, to a greater or lesser extent, with the provision of **welfare** (see below)

2. Welfare - in all of its appropriate forms……………including:

   - Physical Needs (Medical; Health & Safety; Shelter; Sustenance etc.)
   - Personal Needs (Clothing; Transport; Finance / Money; Legal; etc.)
   - Personal Needs (Communicating e.g. with family, with other affected persons etc.)
   - Personal Needs (Directly & Indirectly Involved Family, Relatives & Friends)
   - Personal Needs (Faith & equivalent [as appropriate])
   - Security Needs (Personal; Property; Information; etc.)
   - Information Needs (General - who, what, where, when, why, how? etc.)
   - Information Needs (How to get further help, in the short, medium & longer terms?)
   - Information Needs (Investigations; inquiries; prosecutions etc.)
   - etc.

(Airline Provided) Humanitarian Assistance Centre - HAC

Reminder - the appropriate and preferred term to use here is 'Humanitarian Assistance Centre' (HAC). However, the equivalent term 'Family Assistance Centre' is still in very common airline use world-wide. Both may be used herein with the same / interchangeable meaning

Note - what is written below is based on the HAC being set up (in an appropriate facility e.g. a hotel) near to the accident site - *where the latter is assumed to be at or near to the intended* destination *airport of the accident flight*

The reader should always bear in mind, however, that it might be necessary to set-up and operate *alternative / additional* HACs concurrently in *other* locations i.e. typically near to the accident flight's departure airport - and possibly also at some third location if the aircraft accident site / location is neither at or near the destination - nor at or near the departure point

The *airline* (or equivalent facility) **HAC** is the location to which *local* (i.e. living locally to the accident location) *Family, Relatives & Friends* (FR) (including airport 'meeter & greeter type FR') of aircraft accident victims might eventually be taken (if they wish to go), once their initial processing is complete at the *'FR Reception Centre' (FRRC)* facility - latter being typically located *at the accident airport* (AND / OR near to accident site AND / OR at some other specified location, as appropriate)

The purpose of an airline HAC is to provide FR with a more comfortable and longer term environment (other than the airport and / or accident site's etc. FRRC) where the airline and others involved might typically provide them (FR) with the necessary humanitarian, welfare, information, financial and other support required (however mandated / provided for e.g. legal, regulatory, best practice, whatever)

The 'planned for' HAC should be located (circumstances permitting) **in one or more suitable hotels, as it is likely that it** (the HAC) **will need to accommodate large numbers of FR** (possibly 1,000 persons +) **for a significant period of time**

Activation, setup and management of a HAC are usually (*but not exclusively* - as is the case e.g. in the USA, UK and a small number of other countries) responsibilities of the accident airline and / or its local representative(s)

Local airline / airline representative / other staff and possibly 'volunteers' + others from organisations such as the Red Cross / Crescent, local 'welfare' authorities, faith representatives, other humanitarian and welfare organisations, hotel staff (as appropriate) etc. - should typically receive and handle FR at the HAC. This should continue until others e.g. the airline's own '*Humanitarian Assistance Team*' (HAT) **might** become available with time, to supplement and / or take over the task. Appropriate security should also be provided

The accident airline's HQ should send an appropriate number of its HAT personnel (if available) to manage / support the response at the local HAC. However, note well that it might take considerable time (36 to 48 hours+ in extremis) for the airline HAT to arrive 'on site' / in situ

Where the accident airline cannot (for whatever reason) provide an adequate HAT from its own (internal) resources - it should (???) have *pre*-contracted for provision of same with an appropriate 3rd party (commercial) provider of such service. This should be done 'beforehand / in advance' as all such providers will typically *not* assist unless the airline is already a contracted client

Other *FR* travelling to the accident location (post-accident) *from locations not local to the accident site* (e.g. from overseas etc.) should also be accommodated at the HAC upon arrival, if they so desire (Note that no one is 'forced' to use the HAC)

Once the airline (whoever) has made appropriate matches (if any) between accident flight victims and appropriate / associated * *local* FR, the latter (possibly [but not necessarily] located at the HAC after e.g. eventually leaving the airport FRRC) should (in 'best practice' theory) be re-united with their associated victim(s) - the latter typically (but not necessarily) being located at any / all of '*Uninjured Survivor Reception Centre(s) - Landside*' and / or *Hospitals* and / or *Mortuaries*, as appropriate (This specific paragraph assumes that immediate re-uniting [e.g. at the airport] had *not* been accomplished or had only been partly accomplished - for whatever reason)

* Same principle applies to '*non-local*' FR who decide to travel to / as near as possible to the accident location

Note - *for several VERY valid reasons* (not discussed here) many airlines prefer to place *uninjured* victims (requiring immediate local accommodation post aircraft accident - and in circumstances where they have been *cleared to leave the accident airport / wherever* - or similar situation) in a land-side / off-airport location (hotel if possible) which is *DIFFERENT* from the local facility used for associated FR (*i.e. different from the HAC*). The term which ABCX Airways uses for the former facility is '*Uninjured Survivor Reception Centre - Landside*'

However, note that in some jurisdictions (e.g. USA & UK) it is e.g. a legal / semi-legal / best practice requirement to initially place *both* uninjured victims *and* their associated FR in the *same* facility i.e. typically in the *HAC* or its equivalent*. This* (for all sorts of valid reasons not expanded upon here) *is not a good idea*!

For accidents involving many deaths, irrecoverable human remains, longer term search and rescue operations etc. - it is likely that the HAC might be operational for many days and possibly several weeks or even longer

Note - if the HAC is located in a hotel(s) - eventual costs for same can easily run into millions of US dollars! (e.g. 1000 rooms at USD$300 per night [inclusive of meals etc.] for 30 nights = $9 million - and there will also be other associated costs to account for. [Just one of several good reasons why an airline should '*insure*' against potential risks / costs etc. associated with its potential emergency response plan operations])

'ABCX Airways' Station Managers or equivalents (airline representatives e.g. GHA) should be required to *pre-identify and pre-arrange for a suitable HAC* facility / facilities as part of their local 'ABCX Airways' station emergency response plan preparation. This information should be documented in the 'ABCX Airways Emergency Response Plan' for the particular Station

Specific, government mandated procedures for the operation of a HAC / FAC (and JFSOC also in USA, UAE and some other countries) apply in some jurisdictions e.g. the USA and UK
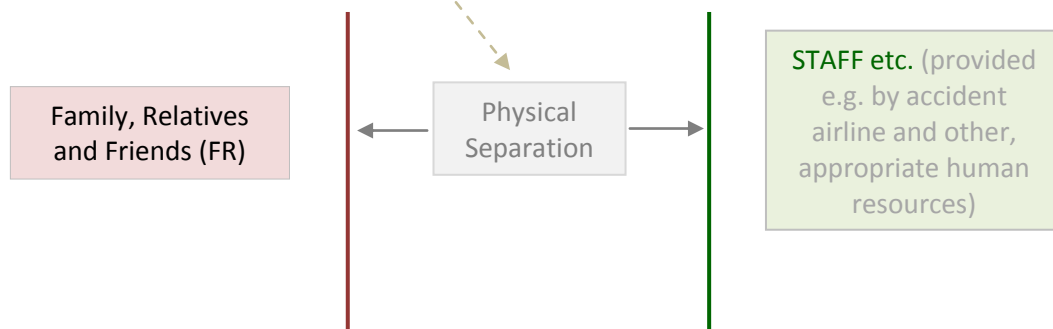
Typical Humanitarian (Family) Assistance Centre - Simplistic Schematic Diagram

See diagram next page. Note that:

- The diagram is 'simplified and stereotypical' - but serves as an outline representation
- There *are* other ways to set up and operate a HAC
- The diagram has not been drawn to any particular scale
- Whilst only one 'interview room' is portrayed - more will be required in reality
- Not shown but understood is that appropriate accommodation (lodging) & dining facilities (both being at / within and / or near to the HAC) are available
- A HAC is typically located in (one or more) large hotel(s), large public building(s) or similar
- HACs (especially if located in hotel[s]) can be very expensive to operate over a protracted period e.g. typically running into millions of US ($) dollars
- *Separate* areas of the HAC for FR and for 'staff' use is a typical HAC 'best practice' - shown in the diagrams by colour coding (as per simple example shown immediately below and expanded example shown on the next page)
- Ideally 'staff' should be accommodated and fed etc. - in a facility / facilities *separate* from the HAC (Such staff will, however, still work [perform their various functions] at the HAC)
- DVI (DMORT in USA) refers to the 'Disaster Victim (i.e. the deceased) Identification' process
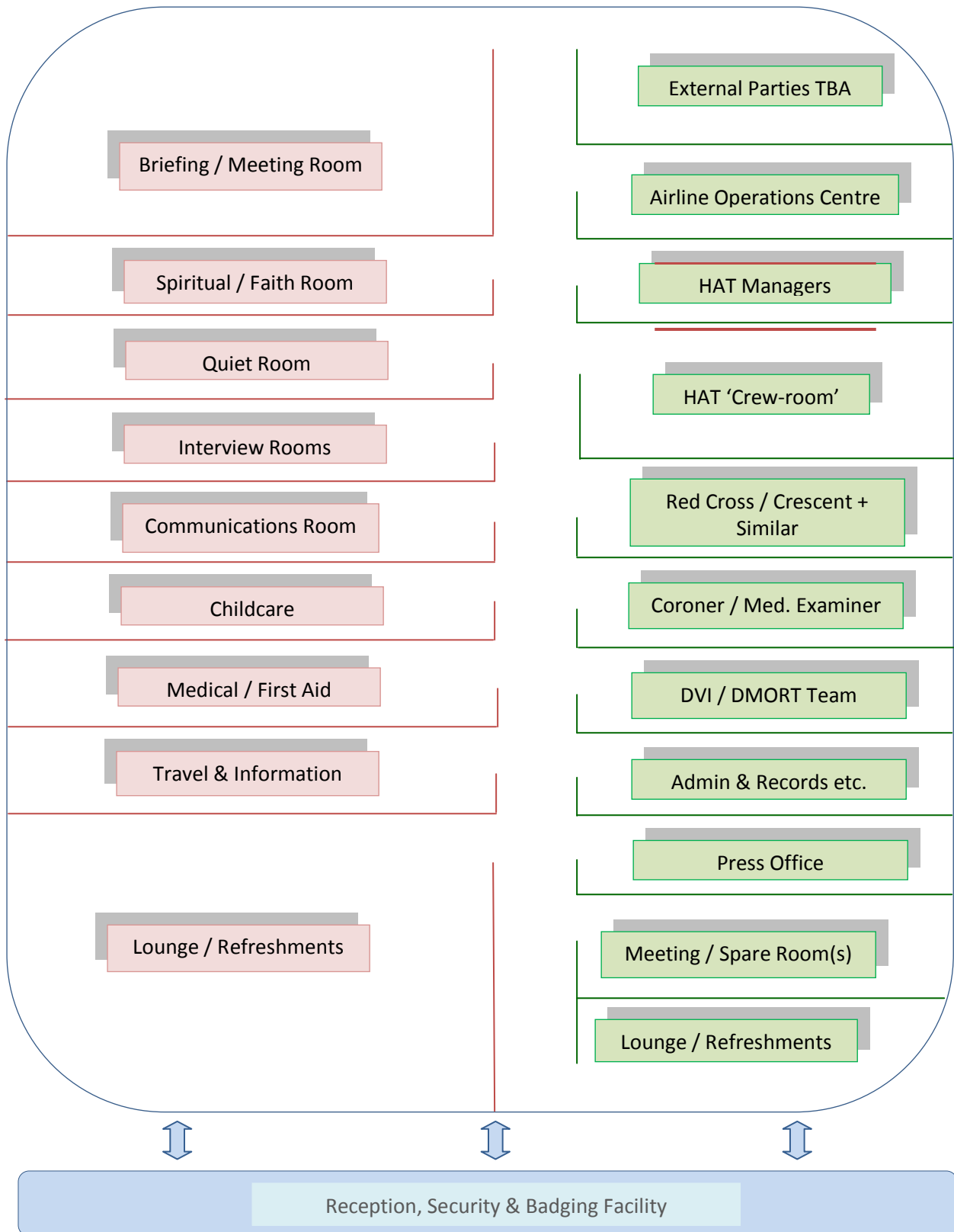
| Family, Relatives and Friends (FR) | ← | Physical Separation | → | STAFF etc. (provided e.g. by accident airline and other, appropriate human resources) |

See Next Page

Humanitarian Assistance Centre - Typical Layout

Briefing / Meeting Room	External Parties TBA
Spiritual / Faith Room	Airline Operations Centre
Quiet Room	HAT Managers
Interview Rooms	HAT 'Crew-room'
Communications Room	Red Cross / Crescent + Similar
Childcare	Coroner / Med. Examiner
Medical / First Aid	DVI / DMORT Team
Travel & Information	Admin & Records etc.
	Press Office
Lounge / Refreshments	Meeting / Spare Room(s)
	Lounge / Refreshments

Reception, Security & Badging Facility

(Airline) Humanitarian Assistance Team - HAT

Reminder - the more correct / appropriate / preferred term to use here is '*Humanitarian Assistance Team*' (HAT). However, equivalent terms '*Family or Special Assistance Team' or 'Care Team*' (amongst quite a few [other] equivalent terms) are still in common use world-wide. All may be used herein with the same meaning

An airline HAT comprises specifically trained and exercised airline and other personnel - providing / facilitating etc. the initial and on-going (generally [but not always] face to face) humanitarian, welfare, emotional, financial and other support (to crisis victims and their associated families, relatives and friends [FR]) - in the days and weeks (possibly months *or even longer* in some cases) post an emergency / crisis (typically at a 'catastrophic / disastrous' etc. type level) involving one or more of the involved airline's (i.e. the parent airline of the HAT) aircraft

Note - the HAT might respond to several different types of major emergency / crisis but, we shall be referring to the *catastrophic air accident type situation* only herein, unless stated otherwise

Assuming 24H airline ops, a HAT must be similarly 24H capable of rapid deployment. The latter could be to a location relatively local to airline HQ and / or to a destination at the other side of the world (Reminder: our 'example' airline 'ABCX Airways' operates worldwide). Accordingly, the latter's HAT must achieve and maintain a capability of rapid world-wide deployment, as an integral component of the ABCX Airways GO Team

Amongst other duties, the HAT might be described as providing '*psychological first aid - PFA*' to *victims* and *others* adversely affected, as a result of an associated traumatic occurrence

* Airline staff, including HAT members themselves, can and do (in appropriate circumstances) fall under the category of 'others'

In the *initial* phases of an *airline HQ / main operating base / main airport hub* located catastrophic aircraft accident - the HAT would typically deploy (i.e. relatively locally) to associated (Uninjured) *Crew Reception Centres*, (Uninjured) *Passenger Reception Centres*, the *RA* (*A*) and *RA* (*O*) - and the *FRRC* - typically taking over from (or augmenting) other first responders already present, as applicable. Additionally, the HAT might deploy to hospitals, mortuaries, family homes etc. (if permitted, safe, culturally acceptable so to do etc.)

Longer term, the HAT would (in most [but not all] jurisdictions) primarily be responsible for the set up & operation of the airline's *HAC* and (for *USA* operations and / or when so directed) for providing the set-up (of) plus airline representation, support, payment (at / for) something known as a *Joint Family Support Operations Centre - JFSOC* (latter concept also used in UAE & a small number of other countries)

A potentially, significant *limitation* on the use of the HAT for deployment *away from* airline HQ / main operating base etc. (typically due to the accident location) might relate e.g. to a long duration (36 - 48 hours [possibly longer] in extremis) travelling time required (as part of a deployed ABCX Airways GO Team) to arrive at / as near as practicable to, the accident site location

To account for the latter limitation, *all* local airline / other staff (i.e. traffic, cargo, engineering, commercial and tour operator representatives etc.) at *pre-identified* ABCX Airways stations and / or associated city / town offices worldwide - should receive *abbreviated* (initial and recurrent) HAT training - so that they might 'hold the "HAT" fort' - until the 'relieving' airline HQ based HAT arrives (as part of the airline's deployed GO Team) in situ

Other limitations affecting a deployed HAT might relate to local politico / legal / security / other etc. matters, re airline involvement with humanitarian aspects of an aircraft accident response. For example, as with a major aircraft accident occurring in any of *Australia, Brazil, China,* some members (Italy, Netherlands and Spain only as at 2021) of the *EU, Japan, South Korea, the UAE, the USA* - and possibly a very small number of other countries

For HAT operations required in locations referred to / listed in the last **3** paras above (possibly with the exception of when one of them is where the airline concerned is main based / headquartered) - potentially impacted airlines should consider 'buying-in' (pre-arrange) appropriate *commercial* (3rd party) *local and / or relatively 'nearby'* Humanitarian Assistance services (if possible / available) - to represent the 'accident airline' - until such time as its own HAT (if any) can arrive 'on site'

The above is necessary due to some such countries (particularly the USA) having an expectation (legal requirement in some cases) of a *near immediate* HAT etc. type deployment (airline responsibility) in support of air accident victims and their FR, in any such country

The above concept 'works' in principle as most such 3rd party providers typically have relatively small numbers of their own (HAT equivalent [trained and exercised]) persons located in various strategic locations all around the world. This means that, in *some* circumstances, such 3rd party HAT *might* arrive in situ considerably earlier than the airline HAT - albeit in relatively small numbers initially

Moving on, note that an integral part of any airline HAT should be a *Peer Support* team - having a prime goal of linking HAT type support in a 'like on like' manner e.g. pilot to pilot; cabin crew to cabin crew; aircraft engineer to engineer etc. i.e. *volunteers from such staff categories* become trained HAT members (same training as other HAT members), deploy with the HAT in the usual way and then provide their services to their associated 'peers'

Of course, all HAT members can (should) offer peer support to each other and, for that matter, to all staff & other, appropriate responders (see also headed para [on the same subject] on the **next** page)

Note that whilst an airline HAT should be fully trained / exercised in its roles and responsibilities, it is prudent (probably 'essential'?) for a 3rd party (professional) *mental health* specialist(s) (pre-contracted to the airline specifically for the purpose) *to also deploy as part of the airline GO Team*. Roles include supporting the HAT and, where directed and / or felt necessary, supervising (and / or undertaking themselves) the more 'complex / sensitive' HAT interventions, with 'affected' persons

Such professionals can also provide expert intervention to HAT and other airline GO Team staff in need of same, where the already provided peer support and PFA might need further 'enhancement

Humanitarian Manager - Airline GO Team

The GO Team Humanitarian Manager will be a suitably experienced and senior airline manager, responsible to the airline's Crisis Director at airline HQ (via Leader GO Team) for overall co-ordination and control of all relevant aspects of GO Team emergency response as it relates to '*people* and *humanitarian assistance*' etc. type matters

Such manager might typically (but not necessarily) be provided by e.g. the airline's HR or Customer Services departments

Peer Support

Peer support ops (catastrophic aircraft accident context) involve airline colleagues meeting as equals - to provide each other with 'humanitarian assistance' type support, on a reciprocal and / or 'donor' basis

Typically, members of an airline's 'peer support team' are *already* fully trained and exercised members (i.e. a sub group) of the overarching airline Humanitarian Assistance Team (HAT) - the main difference being that the peer support team element typically comprises relatively small numbers of e.g. flight crew, cabin crew and (more rarely) other groups such as aircraft engineers

The intention is, that whilst the (*non*-peer support) HAT element provides 'humanitarian assistance services' (during major crisis response ops) to passengers, ground victims and their associated families, relatives and friends etc. - the *peer support* element does likewise for crew (and other *airline* etc. staff also where appropriate) and their associated families, relatives and friends - pilot on pilot; cabin crew on cabin crew etc.

In fact, all HAT members are notionally each other's 'peers'. Consequently, the act of HAT members 'defusing' each other is highly recommended. The latter can be as simple as chatting to each other after work, about the day's events, perhaps over a cup of tea or coffee etc.

This equates to the provision of effective 'defusing' (psychological / psychosocial first aid) at its simplest! Furthermore, HAT members might similarly support other airline staff (outside of the peer support context) and, if required, anyone else in need of same (*in addition to* their 'primary' customers - the latter being surviving accident victims and their FR of course)

Appendix A3 - **Psychological** / Psychosocial **First Aid** - PFA

For further information concerning PFA, refer to our *separate* 'information article' on the subject, which can be accessed as follows:

Information Article - Humanitarian Assistance

PSYCHOLOGICAL / PSYCHOSOCIAL FIRST AID

Click on the below link:

http://www.aviationemergencyresponseplan.com/information/

When link opens, scroll down the webpage displayed until you find the information article entitled:

* Information Article - Providing '**Psychological First Aid**'- Air Accident Type Situation

Click on the article to open and read

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Information Article - Humanitarian Assistance

IDEAL HAT SIZE - A CALCULATION METHODOLOGY

Follow the below link:

http://www.aviationemergencyresponseplan.com/information/

Scroll down the displayed webpage until you come to the information article entitled:

* Information Article - **Calculate Optimum Size** for an airline Humanitarian Assistance Team

Click on the article to open and read it