Information Article

IATA Standard Ground Handling Agreement 2013 (+ more - up to end of 2023)

Provision for Emergency Response Assistance Services - to be provided to / on behalf of an **Air Carrier / Airline** - by an associated / contracted **Ground Handling Company** / Agent - typically (but not always) at an associated **Airport**

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Relevance

Ground Handling Operator / Agent (GHA) services (and similar) provided to a client '**Aircraft Operator**' (Air Carrier / Airline etc.) - re *pre-planning preparations* for actual response to a major Aircraft Related Crisis situation (typically a '*catastrophic aircraft accident - passenger aircraft*' type context - in circumstances where both Parties [aircraft operator and associated ground handling agent etc.] are likely to be involved together) - under the terms of IATA's **S**tandard **G**round **H**andling **A**greement (**SGHA**) 2013 (as updated)

IMPORTANT NOTE: The IATA SGHA section was completely 'revamped' in **2023.** The 'interested' reader (from aircraft emergency response planning etc. viewpoints) should note this accordingly - particularly the information shown herein (i.e. in the document being read right now) on page **10**

It is strongly recommended that the above said 2023 version (+ subsequent version[s] as they become available) is / are studied and consulted, as required / relevant to the particular reader

Background

This information article provides (hopefully) useful information re the International Air Transport Association's (IATA) document - 'IATA *Standard Ground Handling Agreement* (SGHA) 2013'

The latter (+ subsequent versions) is relevant to emergency planning / response ops for *Aircraft* operators (the '[air] carrier'), *Airport* operators, *Ground Handlers* ('handling company') and others involved

The article also provides *additional* explanatory notes re appropriate / associated *extracts* from the IATA document referred to above - the purpose of which is to better explain the context / implications etc. of each such extract - specifically from the *airline* / *air carrier*'s emergency planning and response viewpoints

To view a typical ground handling company's (in this case 'SWISSPORT) version of the SGHA 2013, follow the below link (for 'emergency assistance' aspects, see Article 1.6 [starts page 22]):

https://www.yumpu.com/en/document/read/26988567/standard-ground-handling-agreement-swissport

Note: The SGHA forms an integral part of its 'parent' '**AIRPORT HANDLING MANUAL** - **AHM**'

NB: See important note page 45 before returning here

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Selected Extracts from IATA's Standard Ground Handling Agreement 2013

Main Agreement **- SGHA 2013**

1.6 - Emergency Assistance

It is the responsibility of the contracted / involved (Ground) Handling Company (Agent / GHA) to participate in local emergency response plan(s) (e.g. airport emergency plan) - by providing pre-agreed support to an associated (involved) Air Carrier (operating airline etc.) - in the event of a related emergency involving the latter - including e.g. accidents, incidents, unlawful acts etc.

For planning purposes, an Air Carrier will provide its 'contracted' GHA etc. (at any particular airport) with a current copy of its emergency procedures / plan etc. In the absence of additional Air Carrier instructions, the Handling Company shall implement and follow said emergency procedures / plan(s) - when and as appropriate to actual circumstances 'on the day'

The GHA etc. (in conjunction with relevant local authorities and other appropriate parties) shall take all reasonable measures to assist passengers, crew and family members / similar (latter ['family members / similar]) **NOT** [repeat: NOT] having been on board the 'accident flight') and to safeguard and protect associated baggage, cargo, mail etc. (carried in the aircraft) - from loss or damage

All documentation / information re any such emergency is the property of the Air Carrier and shall be held confidentially by the GHA etc. - unless same is specifically required by applicable law / governmental / local authority regulation - or is patently in the 'public domain / interest'

The Air Carrier shall reimburse the GHA etc. for any actual expenses, disbursements etc. incurred (ref all of the above and similar etc.) in rendering such assistance

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Note to Reader

The above text (first appeared in SGHA 2008) **represented a significant improvement to the equivalent text of the preceding IATA SGHA of 2004**

In the 2008 version, not only did the GHA etc. participate in local (airport) emergency response plans BUT the Air Carrier (aircraft operator) **was also able to communicate its specific emergency response needs to the GHA etc. - including its** (the GHA's) **use of the Air Carrier's emergency response plan for the particular station / airport etc. of concern** (insofar, of course, that such plan did not conflict with the local Airport Emergency Plan, and if such is the case - the Air Carrier shall be informed accordingly)

There had been no changes to clause 1.6 / Emergency Assistance (as written above) in the SGHA 20**18** version

Update 2023 **(For details of latter - see again 'IMPORTANT NOTE - bottom of page 1)**

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Standard of Work

5.2 - The GHA etc. shall carry out all technical and flight operations services as well as other services having a safety aspect e.g. load control, loading of aircraft and handling of dangerous goods - in accordance with the Air Carrier's instructions, receipt of which must be confirmed in writing or by electronic confirmation, to the Carrier, by said GHA etc.

> Note to reader - *again*, here is the opportunity for the **Air Carrier** to 'ask' that the **GHA** etc. agrees to use its (said Air Carrier's) Emergency Response Plan (if so required) at the **Station** / **Airport** of concern

5.3 - In the case of absence of instructions by the Air Carrier, the GHA etc. shall apply its own standard practices and procedures, provided they follow the applicable IATA industry developed standards, which may include, but not limited to:

(a) Deliberately left blank

(b) IATA Recommended Practices or other IATA Standards

Framework for a postal agreement,

CSC Recommended Practice 1677

ULD Regulations (ULDR), CSC RP 1681

IATA Airport Handling Manual (AHM)

PSC RP 1690a

IATA Ground Operational Manual (IGOM)

PSC RP1690b

ISAGO Standards Manual (GOSM)

IATA Fuel Quality Pool Control of Fuel Quality & Fuelling Safety Standards

IATA Guidance Material on Standard Into-Plane Fuelling Procedures

IATA Cargo Handling Manual (ICHM)

……………………… and / or ICAO and/or other governing rules, regulations and procedures

5.9 - The Air Carrier (and / or a regulatory authority governing the air carrier's operations) may, at its own cost and with reasonable prior notice, audit the designated services in the applicable Annex / Annexes B. Such notice shall contain a description of the area(s) to be audited. The Handling Company (GHA etc.) shall co-operate with the Carrier and will undertake any corrective action(s) required

Note: If the Air Carrier participates in any of the IATA audit pools (e.g. IOSA), the Ground Handling Company shall accept an audit undertaken by another carrier if done under the umbrella of the pool and for the benefit of the entire pool. The auditing company or auditing person shall be agreed by the Air Carrier and the Ground Handling Company

Note to reader - the Handling Company (GHA etc.) should be subject to periodic audit(s) conducted by the Air Carrier / latter's (local?) representative etc. - re emergency response planning preparations made by the Handling Company on behalf of (and at the request of) the Air Carrier

5.11 The Handling Company (GHA etc.) shall be able to demonstrate a Safety Management System (SMS) in use - in accordance with IATA AHM 610 and/or ICAO Annex 19, local and international regulations or other governing rules

Note to reader - on the assumption that the SMS referred to just above is the same / similar to that of ICAO Annex 19 and ICAO SMM Doc 9859 AN/474 - then the subject of 'Emergency Response Planning' will typically need to be included - and its requirements acted upon by the Handling Company

This SMS requirement is **_additional_** to any requirement (re emergency response operations) that the Air Carrier may also be requesting

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Annex A / Section **1** - SGHA 20**13**

1.2.4 - The Handling Company (GHA etc.) shall maintain the Air Carrier's manuals, circulars and other operational documents, connected with the performance of the services

Note to reader - this can and should include the Air Carrier's ***Emergency Response Plan***

1.4.2 - The Handling Company (GHA etc.) is authorised to represent the Air Carrier's interest with regard to resolving governmental and local authority matters

Note to reader - this clause may be beneficial to the Air Carrier's Emergency Planning response and should thus be exploited to the full - where applicable / desirable / so permitted etc.

1.4.3 - The Handling Company (GHA etc.) should provide a representative(s) (on behalf of an associated Air Carrier) to attend local airport meetings - as required / Report the contents and results of such meetings to the Air Carrier / Act, vote and commit on behalf of the Air Carrier accordingly

Note to reader - such 'local airport meetings' (from the emergency response planning viewpoint) typically include 'Airline Operator Committee' (AOC) and 'Airport Emergency Committee' meetings - to name just two.

Such meetings should be used to their full potential concerning ERP issues - as appropriate

1.4.7 - The Handling Company (GHA etc.) should perform and report quality / performance measurements

Note to reader - the Air Carrier should ask for Key Performance Indicators (KPIs) to be included by the Ground Handling Company, regarding ***emergency response planning*** matters - by said Ground Handling Company acting on behalf of the Air Carrier

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Annex A / Section **2** - SGHA 20**13**

2.1 General

2.1.3 When requested by the Air Carrier - (a) provide **or** - (b) arrange for special equipment, facilities and specially trained personnel, for assistance to e.g.:

(1) Unaccompanied minors
(2) Persons with reduced mobility (PRMs)
(3) VIPs
(4) Transit without visa passengers (TWOVs)
(5) Deportees
(6) Special medical transport
(7) Others, as specified in Annex B

Note - the Air Carrier should use Section 2.1.3. (7) above when 'asking' the **Ground Handling Company** etc. to provide or arrange for special equipment, facilities and specially trained personnel to support its (the air carrier's) emergency response plan for the particular Station e.g.

* Set up and operation of a Family Assistance Centre pending arrival of Air Carrier's 'GO Team' – as applicable

* Contributing staff to assist in operation of airport based 'Family, Relatives & Friends Reception Centre'

* Training of staff in basic humanitarian welfare and support techniques for use during critical incidents etc.

Section 2.1.3 (7) may be especially useful in situations where emergency response support measures required by the Air Carrier of the Ground Handling Company - are unable to easily / readily be specified in some other, appropriate clause / section etc. - of the SGHA

IATA SGHA 2004 (shown here purely _for comparison purposes_ **only** with the **2008** & **2013** versions)

Main Agreement

1.6 Emergency Assistance

In case of emergency, including but not limited to, forced landings, accidents or acts of violence, the Ground Handling Company shall without delay and without waiting for instructions from the Carrier take all reasonable and possible measures to assist passengers and crew and to safeguard and protect from loss or damage baggage, cargo and mail carried in the aircraft.

The Carrier shall reimburse the Handling Company at cost for any extra expenses incurred in rendering such assistance

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Note to reader - what you see just above was **all that there was in the** 2004 SGHA re emergency response planning etc. It was vague and did not specify what was meant by 'all reasonable and possible measures'

Around 2003 the IATA **Emergency Response Planning Working Group** (later to be known as the 'IATA Emergency Response Planning Task Force [latter disbanded in May 2016 but subsequently reformed later]) - was instrumental in **providing much more comprehensive and meaningful ERP content to the SGHA**. However, this took some time to actually implement on the ground - and the results first appeared in the SGHA **2008**

The author of this information article (the one which you are now reading) was a member of that 2003 group, which prepared this work

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Also see (try an internet search if so required?) the 20**18** version of the IATA Airport Handling Manual / **AHM** (SGHA's parent document) - with particular reference to the following:

- AHM 020   Guidelines for establishing AOCs (Airline Operators' Committees) (3 pages)
- AHM 050   Aircraft Emergency procedures (18 pages)
- AHM 619   Guidelines for producing an ERP (2 pages)
- AHM 620   Guideline for producing an 'emergency management system' (3 pages)
- AHM 633   Guidelines for aircraft evacuation emergencies during ground handling

Above based on IATA AHM - **38**th edition 01 Jan 20**18**

Re the above, it is strongly suggested that the 'interested' reader also views later editions (20**23** and 20**24 etc.**) of the IATA AHM (particularly the relevant elements of the inclusive SGHA section) - for **significant changes which took place** at that time - re 'Emergency / Contingency Response Planning'. See associated info starting next page:

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2023 Update - Airport Handling Manual (AHM)

IATA's 20**23** edition of the AHM contained all the aviation industry-approved policies and standards - necessary to support safe and efficient ground operations 'above and below the (aircraft's) wing'

The AHM is updated annually and is available in print and digital formats

Note: The AHM is a complementary document to the IATA Ground Operations Manual (IGOM). The latter document is procedure driven, focusing on "*how* to do". In contrast, the **AHM** is policy driven and focuses on "*what* to do".

Note: The 44th (20**24**) edition of IATA's AHM became publicly available on 01 January 2024

What was new in the 2023 (43rd Edition) AHM?

The **AHM** includes the only industry-recognised contract template (the Standard Ground Handling Agreement [**SGHA**]) + the suggested template for associated 'Service Level Agreements' (SLA) - covering:

- **Chapter 1** - Passenger handling
- **Chapter 2** - Baggage handling
- **Chapter 3** - Cargo/mail handling
- **Chapter 4** - Aircraft handling and loading
- **Chapter 5** - Load control
- **Chapter 6** - Management and safety
- **Chapter 7** - Aircraft movement control
- **Chapter 8** - **Ground Handling Agreements**
- **Chapter 9** - Airport handling ground support equipment specifications
- **Chapter 10** - Environmental specifications for ground handling operations
- **Chapter 11** - Ground operations training programme

Significant changes made for the 43rd edition include:

NB: **GOSM Edition 10** - 'Organisation and Management' (ORM) section - was moved to the **AHM's Chapter 6** - under title 'Management and Safety'

Note The GOSM Edition 10 was discontinued as a standalone manual. The ISAGO checklists from GOSM Ed.10 are now available in the electronic version (via the 'toolbox')

- AHM 601 - A new chapter titled: 'Organisation and Management' - the aim of this chapter being to establish guidelines on required framework for management and control of any company providing ground handling services at an airport

- AHM 610 - Safety Management System

    - Revised to maintain structure of ICAO annex 19 SMS framework
    - Inclusion of SMS * 'gosarp's ex - ** GOSM Ed 10
    -
    - Note: * 'gosarp' = ISAGO Standards and Recommended Practices
    - ** 'GOSM' = ISAGO Standards Manual

- AHM 615 - Monitoring Program

  - Inclusion of quality assurance and quality control gosarps - ex GOSM Ed 10

- AHM 616 - Human Factors Program

  - Inclusion of Human factors and fatigue management gosarps - ex GOSM Ed 10

- AHM 617 - Occupational Health and Safety Management Programme

  - Inclusion of occupational and health and safety gosarps - ex GOSM Ed 10

- **AHM 620 - Guidelines for an Emergency Response System**

  - **Inclusion of emergency response planning gosarps** - ex GOSM Ed 10

- etc.

IATA's Standard Ground Handling Agreement Changed (from its previous format) in 2023

What IATA's Standard Ground Handling Agreement (SGHA) 'is' ……………………

+ What was changed in the (2023) edition?

A straightforward and trusted ground handling agreement is the foundation for building successful relationships between airlines and Ground Service Providers etc.

IATA's **S**tandard **G**round **H**andling **A**greement was updated for 2023, ensuring airlines, Ground Service Providers (GHSP's / GHAs) etc. continued to have the most current information available to build comprehensive, unbiased agreements - which all such parties can accept

What Is the IATA SGHA?

The SGHA is an agreement between airlines (air carriers etc.) and Ground Service Providers (GSHAs / GHAs etc.), outlining the terms and conditions of (associated) contracted *ground* handling services by said GSHAs / GHAs etc. for said airlines. It (SGHA) comprises the associated legal, regulatory etc. requirements, qualitative standards, operational details and more

Airlines and Ground Service Providers use the SGHA to agree e.g. on the duration of the contract, services to be rendered, limits of liability, compliance with standards, operational requirements, handling costings etc. Same are then recorded in 'Annex B' of the relevant SGHA contract

It is *not* mandatory for Airlines and Ground Service Providers to utilise IATA's SGHA. However, it is common practice for IATA member airlines and non-members alike to use same, so as to ease negotiation and establish a common, contractual grounding

Most airlines choose to contract ground handling services under the terms and conditions of the IATA SGHA, due to its ease, reliability, coverage etc. The SGHA comprises:

- The main agreement
- An Annex A (list of services)
- An Annex B (location[s], agreed-on services, negotiated details and charges) etc……… or (alternatively) an Annex B ('Simplified Procedures' version)

The IATA SGHA not only plays an integral role in negotiations, but is also the industry contract template which the vast majority of airlines etc. and Ground Service Providers etc. work with. It provides an unbiased agreement, presenting a fair compromise between parties that can be adjustable - and allows for a clear starting point re associated negotiations

IATA had (as at late 2023) been implementing the SGHA (in some way, shape and form) for 30 years+ and has become, accordingly, a trusted resource due to associated experience and expertise. It is now so well-established that it is globally used and recognized e.g. in court litigation cases world-wide - where appropriate. While some still choose to use their own agreements, most now rely on IATA's SGHA. You can find it (the **SGHA** section) in Chapter 8 of the [Airport Handling Manual (AHM)](#)

What Does the SGHA Include?

IATA's SGHA is a comprehensive template / contract, including the necessary Articles required to come to a working agreement between 'the airline' and 'Ground Service Provider' e.g.

- Provision of services
- Fair practices
- Subcontracting of services
- *Airline / Air Carrier* representation (including 'emergency response' type matters, as appropriate)
- Standard of work
- Remuneration
- Accounting and payment
- Liability and Indemnity
- Arbitration
- Stamp duties, registration fees
- Duration, modification and termination

What Has Changed with the 2023 / 43rd Update?

Within the 2023 release of the AHM 43rd edition, is included the *new* SGHA, to be updated thereafter every 5 years, so as to align with the most current laws and regulations then available. From the various viewpoints of aviation related '*emergency response planning and response*', the most important point of note is:

The sub-Article 'Emergency Assistance' has been completely revamped - so as to update the emergency assistance which Ground Service Providers (GHSP / GHA) etc. shall provide to airlines etc. - when and as required

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AHM 620 - EMERGENCY AND CRISIS MANAGEMENT - at the 'AIRPORT'

Note: for AHM 620 / 20**23** - The associated guidance was rewritten + scope / content changed accordingly by IATA. What follows below has been reworded from said IATA original to avoid potential copyright matters. However, what *is* written still provides the broadly similar 'messages' etc. as IATA's AHM 620

1. PURPOSE

A successful response, (e.g. to a major aircraft [typically the larger, passenger aircraft] emergency etc. situation + also for the purposes of what is being read now), begins with effective *pre*-planning

Accordingly, associated, relevant emergency response plans (**ERP** - the typical [but not exclusive] term used by *airlines* for same) provide a basis for systematic approaches (by airlines) to preparing for, implementing and managing such crisis (the 'catastrophic aircraft accident' type scenario) - in the face of such a significant, unplanned for event. (See associated definition - next page)

Associated training in, together with exercising and maintenance etc. of such plans - are just some of the associated requirements which must be implemented accordingly by airlines. (That said, as at late 2023, a significant number of passenger airlines around the world still had *no viable ERP*)

A similar concept applies for civil *airports* - i.e. the various organisations involved typically assuming responsibilities, tasks etc. in accordance with / under the provisions of an associated / overarching document - typically known as the 'airport emergency plan' (**AEP**) - as prepared, maintained, trained, exercised etc. by the airport operators concerned / involved. (That said, as at late 2023, a significant number of commercial, passenger airports around the world still had *no viable AEP*)

Lastly, (for the purposes of the document being read right now) similar emergency planning concepts (to those for airlines and airports as referred to above) also apply to *ground handling service providers / agents* (*GHSP / GHA*). The latter will so do using their own emergency response plans - reflecting a) - the associated needs of the airlines they serve; b) likewise for the airports at which they are based and c) their own emergency plan(s) as appropriate. (That said, as at late 2023, a significant number of GHSPs / GHAs around the world still had no such *viable emergency response plan*)

To effectively manage (*aircraft* related for the purposes used here) emergencies at associated departure, destination, alternate etc. *airports* as per above (and elsewhere i.e. off-airport) - all involved / concerned (Airline, Airport, GHA and a number of other on-airport and off-airport organisations, government services etc. [the latter two not being 'in scope' for the purposes of the document being read right now]) should have in place the associated contingency plans (including aircraft related emergency response plans) + associated resources, training, exercising etc. required

The purpose of AHM 620 (2023) is / was to provide *airlines* and *GHSPs / GHAs* with a reasonable understanding of their emergency response accountabilities etc. at a typical / associated *airport* - within the context of an associated *AEP*. Accordingly, this document (the one you are reading now) discusses the associated relationships between the '*airport*, *airline* and *GHSP* / GHA' etc.

2. WHY?

AHM 620 provides the practical 'tools' etc. required for the structure, execution, management, co-ordination, maintenance, training, exercising, review etc. of a typical AEP. It (AHM 620) has been based on *ICAO* Annexes, *IATA* manuals and other industry standards / best practices

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3. DEFINITIONS AND TERMINOLOGY

Aircraft Accident - An occurrence associated with the operation of an aircraft, which takes place between the time any person boards an aircraft with the intention of flight until such time as all such persons have disembarked …………. and in which a person is fatally or seriously injured; the aircraft sustains substantial damage or the aircraft is missing or is completely inaccessible (ICAO Annex 13)

Crisis - For the purposes of the document being read now the term 'Crisis' typically relates to a 'catastrophic aircraft accident' type scenario and / or similar magnitude event - resulting in e.g. a significant number of fatalities and / or serious injuries. It *might* also apply e.g. to very considerable 'damage' (to whatever) and / or very significant disruption type events (impacting on whatever) etc.

Disaster Victim Registration - The registration and accounting of aircraft accident victims; contact information for next of kin of such victims etc. - by use of forms / questionnaires and so on

Emergency - A situation requiring immediate attention /remedial action - typically involving e.g. death, injury, damage, catastrophic interference with normal activities etc.

Emergency Kits - Pre-prepared kits required to perform tasks at various emergency response locations, by associated internal and external human resources, from different organisations – and typically by use of e.g.

- Associated computers / tablets / mobile phones etc. (all with recharging devices + associated [hard and soft copy] 'crisis contact directories / lists' etc.)
- Manuals / checklists (hard copy and / or electronic etc.)
- Writing pads and pens + other required stationery etc.
- Associated forms etc. required e.g. for use in the various 'emergency / crisis reception centres' etc. which might be in use 'on the day'
- Identification vests and similar for associated emergency responders

ERP Post-holder (ERP Manager) - A designated manager, with the appropriate qualifications, experience and authority etc. - to manage / be responsible for the development, training, exercising, implementation, maintenance etc. of an associated ERP. The exact title of said person may vary, depending on the organisation. (Note: as used herein the terms 'ERP'; 'ERP Manager' and similar relate to airlines / aircraft operators. Airports and GSHAs / GHAs typically use their own, equivalent terms. It is important that improper use of such titles is avoided, so as to avoid potential confusion 'on the day')

Family Member - Parent, Sibling, Child, Spouse, Grandparent, Grandchild - and so on

Go Team - Suitably trained / exercised *airline* personnel (+ possibly others - including commercial specialists) - having the relevant training, knowledge, expertise (+ more) in their respective fields (e.g. humanitarian assistance, crisis communications, logistics, insurance, legal, aircraft accident investigation, aircraft engineering etc.) - and typically deploying as quickly as possible to an associated (typically aircraft) major accident location (on a worldwide basis, if so required / appropriate) - where their various 'services and skills' might be deployed / utilised 'for real'

Note: GO Team responsibilities include e.g. (list is not exhaustive) - provision of humanitarian (special / family etc.) assistance; organisation; co-ordination; support; facilitation; execution of associated / assigned tasks etc. - typically (but not always) in conjunction with other, associated responders; authorities etc.

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Aircraft **Incident** - An occurrence (other than an aircraft accident) associated with the operation of an aircraft, affecting / potentially affecting the safety of associated operations. Incidents are categorised as 'serious' - when 'involving circumstances' indicate that there was a high probability of an aircraft *accident* occurring

Local Incident ('Local Accident' would be preferred term to use here) **Control Centre** (**LICC**)

A facility via which *local* (or otherwise as required) actions etc. - typically (but not always) performed 'at time of significant crisis etc.' by an *airline's* '*station / local representative*' type organisation (including [typically] GHSPs / GHAs) is conducted, co-ordinated, managed etc. - for and / on behalf of said airline - typically where said airline cannot 'locally' so do itself, for whatever reason. LICC's (when activated) are typically (but not always) located at the involved (accident / incident related) airport(s) - as appropriate and relevant to actual circumstances 'on the day

Passenger Manifest Verification (PMV) - A near immediate (post major aircraft accident) procedure, designed to ensure (insofar as is possible 'on the day') the accuracy of associated passenger manifest and crew lists etc. re an aircraft accident (associated) flight - to greatest extent possible at the time

Special Assistance Team (SAT) - Appropriately qualified, trained, exercised etc. persons - typically (but not always) provided by the affected / involved airline(s) - and / or by an associated, supporting (commercially outsourced / contracted] specialist organisation(s) (e.g. Kenyon Emergency Services; Blake Emergency Services; GoCrisis; F24 etc.)

An (aviation related) SAT provides pre-defined and appropriate assistance to aircraft accident surviving victims and <u>*other*</u> 'qualifying' persons 'physically / emotionally' involved (e.g. the latter might include family, relatives and friends etc. [<u>***not***</u> having been on board an associated accident flight] of those [associated aircraft accident victims {whether uninjured, injured, deceased, missing etc.}] who <u>***had***</u> been on board said associated accident flight)

Whilst SAT is the commonly used term for the above team, it is 100% * *inappropriate*. More appropriate titles include 'Humanitarian Assistance Team'; 'Care Team' etc. (there are many more such terms - most also being unsuitable in 'what it is / what concept etc.' they are trying to convey)

* It is inappropriate because the same term (Special Assistance Team - SAT) has been used for many years (and still is today) in the commercial aviation world - with a <u>*totally*</u> different (*non-ERP* related) meaning(s) - from its 'crisis-related' equivalent

** **Telephone Enquiry Centre** (TEC) - Typically an *airline's* ground facility used for '*normal* business' type telephonic / electronic (e.g. email; SMS text; social media) type communications etc. - with actual and potential passengers / customers (of said airline) i.e. an airline's commercial '**call / contact centre**' and equivalents

** The term (TEC) as used just above is inappropriate (in aviation emergency response type contexts) as its wording bears no indication of its intended use (in said [aviation] *emergency response context*). Read on:

Misleadingly, the same term (Telephone Enquiry Centre - TEC) is also in common use for said facility - when airlines use all or part of same (as many do) for handling '*emergency / crisis* related telephone calls etc. - (mainly but not exclusively) from the public - requesting e.g. information about passengers and crew of a relevant flight (actual or potential) adversely affected by a major (e.g. catastrophic) aircraft accident or similar severity event, to said aircraft operating said flight

A 'real life' example (there are more) of a more appropriate term for such a call centre, when conducting emergency response related communication is '*Emergency Call Centre - ECC*'

A TEC / ECC (i.e. when used in the emergency response context) may be outsourced - and / or operated by an airline's etc. dedicated call centre(s)

Acronyms

Airport Emergency Plan	AEP
(Accident) Airport's Emergency Operations Centre	(A) EOC
(Accident) Airline's Crisis Management Centre	CMC
(Accident) Airline's Emergency Response Plan	ERP
Family (Humanitarian) Assistance Centre	FAC / * HAC

* '*Humanitarian Assistance Centre*' (**HAC**) is the preferred term - as said facility is **not** just for 'families'

Family, Relatives and Friends Reception Centre	FRRC
Ground Handling Services Provider / Ground Handling Agent	GHSP / GHA
Local Incident Co-ordination Centre	LICC

(Also referred to as '*Airline Station Emergency Ops Centre*' in IATA's ERP handbook)

Local Emergency and Accident Response Plan	LEARP

(Also referred to as '*Station Emergency Response Plan*' in IATA's ERP handbook)

Operations Control Centre	OCC
Re-uniting Centre Airside / Landside	RCA/L
Special (Humanitarian) Assistance Team	SAT / HAT etc
Telephone Enquiry Centre	TEC
Uninjured Survivor Reception Centre - Airside / Landside	SRC A / L

Note: There are many more such acronyms (re the same subject) in general use around the world

4. TYPES OF EMERGENCY

The following types of (airport related) emergency typically (obviously) involve *airport* inputs, responses (either directly and / or indirectly + being concurrent with those of other responders) etc.

The associated list of same (starts just below) is not exhaustive:

- Aircraft accidents on / off / near airport (e.g. at / near to etc. departure, destination, alternate etc. airport)

- ▪ **Aircraft emergency during en-route flight** (e.g. severe turbulence causing in-flight injuries [possibly fatalities] / aircraft damage; fire on board; catastrophic depressurisation etc.)
- ▪ **Security related emergencies** (e.g. hijack, terrorist attack and other acts of unlawful interference. Also, in close coordination with relevant local authorities and company procedures, these events are likely to be under the management of an appropriate *security programme* [AHM 621 refers])
- ▪ Structural collapse of airport building(s)
- ▪ Fire resulting in fatalities, serious injuries and / or substantial damage
- ▪ Significant operational disruption (e.g. due to natural phenomenon, environmental / socio-political causes, infrastructural / system breakdowns etc.)
- ▪ Public health crisis e.g. as per the COVID-19 pandemic of 2020-2022. May be managed separately in co-ordination with local health authority etc. (See also 'IATA Emergency Response Plan and Action Checklist for Air Carriers in case of Public Health Emergency' + also 'AHM 640' - for further guidance)

Note: Accidents / incidents on the ramp / terminal area (e.g. fuel / oil spills; dangerous goods event; aircraft damage by ground service equipment; evacuation of ground personnel from aircraft during ground handling; work-related accidents etc.) **_not_** severely impacting on operations and / or **_not_** causing significant harm - are typically managed under local / company procedures i.e. not necessarily activating the AEP etc.

5. REGULATORY FRAMEWORK

Response to aircraft accidents / incidents etc. shall be based on meticulous and thorough advance preparation - whilst complying with associated and relevant regulation, law, industry standards, best practices, recommendations etc.

Emergency response planning is an element of the safety policy and objectives component of ICAO's **Safety Management System** (SMS) framework (as described in ICAO Annex 19 and AHM 610)

Diagram 1 - Emergency Response Planning Hierarchy (This diagram illustrates the regulatory hierarchy, dependencies etc. for emergency response planning). (Note: Diagram deliberately not shown here)

6. AIRPORT EMERGENCY REPONSE PLANNING

6.1 Responsibility

The defining of roles and responsibilities etc. - critical to effective *airport* emergency response planning etc. type operations and associated contingencies - should be well thought out, relevant, adequate, clear, effective and efficient, standardised (at least to a reasonable degree), documented (in an associated **A**irport **E**mergency **P**lan etc.), regularly reviewed, maintained, tested and exercised etc. Note that said roles / responsibilities etc. will typically vary (at least to some degree) from airport to airport - for various, valid reasons not expanded upon here

Note: **Every** passenger *airline* (and equivalent aircraft operator types too) are 'legally' required to prepare, maintain etc. associated **E**mergency **R**esponse **P**lans (and more e.g. training and exercising in same etc.). Note well that whilst there are similarities / commonalities, **AEPs** (for airports) and **ERPs** (for airlines etc.) are essentially different from each other

Furthermore, it will be necessary for said airlines etc. to <u>additionally</u> account for the emergency response plans, roles, responsibilities etc. of any appointed Ground Handling Service Provider / Agent (**GHSP** / **GHA**) - which effectively needs to fit in with <u>**both**</u> any associated AEP <u>**and**</u> the **ERP**, whilst concurrently accounting for its own (GHSP / GHA) emergency response planning requirements. The aforesaid is not expanded upon here - except to stress (generally speaking) that both **airline** etc. and **GHA** 'emergency response plans' etc. - *__must__* always 'fit-in' with an associated airport's **AEP** and, typically (but not pedantically), *__not__* the other way around

6.2 Airport Operator

Each (relevant) *airport operator* is responsible for:

- Developing, establishing, training and exercising in, maintaining, reviewing etc. an appropriate **Airport Emergency Plan** (AEP). The latter must account for the co-ordinated responses, participation etc. of all existing agencies that, in the 'informed' opinion of the involved airport, together with the relevant (local and otherwise) 'authority / authorities etc.' - will typically be of direct and / or indirect assistance in responding to associated, relevant emergency / crisis response type situations - occurring on-airport and / or at relevant (typically pre-defined) off-airport location(s)
- Procuring, maintaining, training and exercising in, assigning, deploying (when and as required for latter) etc. all the associated emergency response related resources (e.g. personnel, documentation, equipment etc.) and procedures etc. necessary for providing maximum effect (and relevant) emergency services, mutual aid etc. - as required for / by the particular airport concerned
- Ensuring all participating agencies (having direct and indirect accountabilities under a relevant, associated AEP) are familiar and current re their associated assignments
- Planning, organising, running etc. pre-scheduled airport emergency drills / exercises etc. (in conjunction with other, appropriate local [off-airport] responders; relevant airlines serving said airport etc.) so as to ensure the adequacy of all of the above and more - and typically including / exercising etc. (list is far from being exhaustive):

    - Roles / responsibilities / response etc. of all involved, including airport tenants; volunteers of the airport community; off-airport authorities and services etc.
    - Relevant (to any particular exercise) emergency plans and procedures etc.
    - Emergency related equipment and communications etc.

6.3 Other Agencies

Other agencies involved in / under etc. a typical AEP include:

(**Important Note** - what had originally been documented by IATA here in Sections 6.3 to 6.5 might be regarded by some as being 'somewhat inadequate'. Suggested alternative text has been substituted accordingly - starting at top of next page and finishing on page **20**. Note that a 'fictional / representative' airport (*XIA International Airport*) has been used to facilitate said alternative text. Section 6.4 ('Airline [but more correctly should have been termed 'Aircraft Operator'] - then continues [as per the IATA original] from around half-way down page 20)

Typical Agencies potentially involved in an XIA Airport Emergency Response

At 'generic' level, any / all of the following agencies might become involved (to a greater or lesser degree, depending on actual circumstances 'on the day') with an aircraft related emergency response at or in the vicinity of XIA airport, in accordance with the XIA **Airport Emergency Plan - AEP**. The information shown below (list of 'agencies') should be considered as being <u>not</u> exhaustive and representative only:

*Agencies Located **ON** or **very** close to XIA Airport*

- ➢ Air Traffic Services

- ➢ Rescue and Fire Fighting Services (XIA Airport - Fire & Rescue Service - AFS)

- ➢ Airport Police + any other Airport Security Organisation(s)

- ➢ XYZ Airports Company (otherwise known as the 'airport authority / operator / management company')

- ➢ Airport Medical Services / Centre / Clinic

- ➢ Aircraft Operators

- ➢ Ground Handling Agents / Supervisory Agents

- ➢ Other Airport Tenants

- ➢ Airport Franchisees

- ➢ Airport Based Customs, Immigration and Port Health

- ➢ Others TBA

*Agencies Generally Located **OFF** Airport*

- ➢ Police (General [Federal and / or Local]) + Police (Paramilitary) etc.

- ➢ Department of Health & Medical Services - DOHMS (includes hospitals, ambulances, stretchers and stretcher bearers) and similar

- ➢ Civil Defence / Equivalent Agency

- ➢ Other appropriate Government Authorities (national, regional and local)

- ➢ Military Services

- ➢ Security Services

- ➢ Coastguard and Harbour / Port agencies

- ➢ Rescue Co-ordination Centre (Search & Rescue)

- ➢ Coroner / Forensic Doctor - or equivalent

- ➢ Transportation Authorities

- ➢ Telecommunications Authorities

- ➢ Public Utilities

- ➢ Postal Authorities

- ➢ Public Information Office

- ➢ Veterinary Services

- ➢ Religious / Faith Organisations and Services

- ➢ Mental Health Agencies (if not covered by government type 'health' systems)

- ➢ International Relief Agencies e.g. Red Cross & Red Crescent

- ➢ Volunteer Organisations (including Charities)

- ➢ Other TBA

Typical (suggested and as appropriate to circumstances) roles and responsibilities for *some* of the above 'agencies' are documented elsewhere in the appropriate Volume and Sections of this AEP (i.e. those dealing with direct operational response + associated roles, responsibilities, procedures etc.)

6.4. **AIRLINE** (Aircraft Operator) - Accountabilities re Emergency Response Plan type issues include (list is not exhaustive):

6.4.1 Corporate (Airline HQ) Level:

- ▪ Designate an appropriate / suitable *senior* manager (accountable directly to the airline's chief executive) responsible for *strategic* oversight of all matters related to the ERP

- ▪ Designate a suitable post-holder (**ERP Manager** etc.) - responsible to said senior manager above - for the operational development, implementation, maintenance, review, testing etc. of said corporate airline ERP - as follows:

  - o Originate / produce a viable, corporate **ERP** (ERP) concept for the airline
  - o Research, acquire, resource, assign, maintain, review, publish etc. associated procedures, assignments / accountabilities / responsibilities etc. - so as to ensure efficacy + adequate and co-ordinated execution of said ERP - at all appropriate times e.g. at all times when the airline is conducting flight operations
  - o Ensure /manage / oversee acquisition and ongoing functionality / testing etc. of all equipment, facilities and other required resources etc. associated with said ERP operations etc. This includes a readily available and appropriate (in all relevant aspects) facility, for use as a corporate 'crisis management centre' (CMC)
  - o Ensure airline personnel (and others if / as required) having accountabilities etc. under said ERP - are appropriately qualified, trained and exercised etc. (on a defined, recurring basis etc.). Associated records shall be maintained

- o Continually look for / expose deficiencies etc. in the corporate ERP, its execution etc. and ensure (as required) that same are addressed without undue delay
- o Conduct detailed debriefings / critiques etc. whenever the ERP has been activated - including for real emergencies, for exercises / drills etc. Take associated remedial action (as required and without undue delay)
- o Ensure, for *each* individual airline destination (*station [airport]*) operated to - that the associated (airline) Station ERPs etc.

  - ❖ Have been co-ordinated, maintained, reviewed, exercised, monitored etc - with the overall (airline) corporate ERP, under the oversight (at airline HQ level) of the ERP manager
  - ❖ Have been similarly co-ordinated, maintained, reviewed, exercised, monitored etc - with the overall *airport emergency plan* (AEP) - at each such destination airport. Where 'discrepancies' etc. are found, the ERP Manager at airline HQ + said airline's local representative(s) are to be advised accordingly ASAP
  - ❖ Include provisions for the appropriate co-ordination of the airline's Station ERP(s) with the ERPs and similar of *other* <u>applicable</u> organisations (of whatever type and wherever in the world), as might also be potentially relevant during pre-planning and / or 'on the day' emergency response related operations
  - ❖ Have in place associated contractual agreements with *GHSPs / GHAs* etc. (as required e.g. if the airline is not self-handling at any particular destination airport etc.) to perform and / or support the airline's station ERP (again, at any particular station) as referenced in an associated *Standard Ground Handling Agreement - SGHA* (AHM clauses 810 and 820 refer)

6.4.2 <u>Airline</u> (<u>Station</u> <u>Level</u> [Specifically]) (for associated airline's Station Manager / Equivalent)

- ▪ Ensure all required actions are / will be undertaken (as co-ordinated with [and as directed by when so necessary] the associated airline's ERP Manager at airline HQ) - so as to ensure that an effective and efficient etc. airline emergency response plan - for said specific Station (**Station ERP**) - is / has been produced - and will be resourced, maintained, reviewed / audited, trained and exercised for etc. accordingly
- ▪ Further to last bullet point above, ensure that said **Station ERP** is / will be integrated with any associated (local) *Airport Emergency Plan* - to the greatest degree feasible / practicable. Where conflictions occur, advise the ERP Manager at airline HQ accordingly
- ▪ Establish associated and relevant Station ERP roles, responsibilities, checklists etc. - together with target timelines in which associated actions should to be taken
- ▪ Ensure that all relevant parties are conversant with the Station ERP, including how it interfaces with the **airline HQ ERP**; the associated **AEP** and other (relevant) local ERPs / equivalent plans
- ▪ Ensure that associated Station ERPs:

  - o Define relevant roles, responsibilities etc.

- o Provide for direct contact, liaison etc. between relevant service providers / stakeholders etc. - playing key roles in associated / relevant emergency response
- o Contain adequate details of basic requirements, resources, procedures, actions etc. (including associated checklists etc.) necessary for effective and efficient 'activation' and 'operation' of said Station ERP
- o Integrate adequately with associated plans of other (relevant) stakeholders
- o Ensure that relevant 'communication protocols' (including current emergency contact list[s]) have been established / shared with all concerned parties
- o Allow for participation by 'all concerned' in associated ERP related exercises etc.
- o Allow for associated debriefings / provide feedback etc. whenever the Station ERP has been executed (e.g. for real; during exercises etc.) etc.

Note: When 'command, control, co-ordination and communication - (C4)' etc. of an airline etc. emergency / crisis response situation is expected to be assumed by a governmental type authority etc. (i.e. instead of the involved airline[s] - being typical in a *security* related /type crisis) - the appropriate sections of an airline's Station ERP should focus on and address appropriate interaction and cooperation etc. with said governmental etc. type authority etc/

6.5 GROUND HANDLING SERVICE PROVIDER (GHSP) /GROUND HANDLING AGENT (GHA)

6.5.1 Station Level

Re emergency etc. response planning for *airports* and *airlines* etc. - the GHSP / GHA can (where relevant / applicable / so permitted / trained and exercised for etc.) play important, supporting roles to both - typically as outlined / agreed to etc.' (at least for airlines / aircraft operators) in the relevant parts of an associated document i.e. the '*Standard Ground Handling Agreement - SGHA*

Further to the above, the GHSP / GHA might typically:

1. Identify / prepare/ document / respond to / deal with etc. (BUT from relevant and assigned [GHSP / GHA] considerations only) associated **AEP** etc. type matters, requirements, regulations etc. in effect at the relevant **airport**(s) - at which said GHSP / GHA serves; has been trained and exercised for etc. ………… and / or

2. Identify / prepare / document / respond to / deal with etc. (BUT again, from relevant and assigned [GHSP / GHA] considerations only):

   - o Associated **ERP** etc. type matters, requirements, regulations etc. for **airlines** etc. (at which the GHSP / GHA serves; has been trained and exercised for etc.) - and which are *__also__* relevant to:

     - ❖ Any specific and associated **airport** (at which the *same* airline *__and__* *same* GHSP / GHA *__also__* [jointly / together] serve)

Note: Such an airline ERP for such an airport is typically known as the (name of associated airport) '**Station ERP**'

3. Define / document (in said Station ERP) the relevant GHSP / GHA's associated roles and responsibilities as related to all of the above. This is accomplished in conjunction / consultation etc. with the involved airport(s) and airline(s) etc. - as appropriate
4. Conduct specified, airline provided 'Station ERP' checklist actions (for real; during exercises etc.) on behalf of said customer airline(s)
5. Maintain and safeguard an appropriate 'log of events'
6. Conduct / participate in associated training - ideally in conjunction with e.g. customer airline; parent airport etc.
7. Document, review and periodically test / exercise your Station ERP to ensure ongoing effectiveness, efficiency and relevance

7. DEVELOPMENT of EMERGENCY RESPONSE PLANS

Airlines and GHSPs / GHAs shall develop / document their ERPs at corporate level, as part of their business resilience planning. Likewise applies at local station etc. level, but now also accounting for the requirements of associated airport emergency plans (AEP). Airline & GHSP / GHA ERPs shall be 'shared' with associated airports - and vice versa for Airport **AEPs**

7.1 Airport

Airport emergency plans (AEP) shall be relevant to the activities and potential emergency situations 'on airport' and in the (relatively local) vicinity. Said AEPs shall be designed so as to better 'manage' (from airport viewpoints) the actions to be taken in emergency etc. type situations, including (list is not exhaustive / is representative only):

- Purpose and scope
- Types of emergency to be addressed / responded to
- Related responsibilities of airport authority, regulators, other participating agencies etc.
- Transition from normal to emergency ops situations - and vice versa
- Responses to the differing emergency type - including responsibilities of each party involved
- Co-ordination of associated emergency activities within the AEP's documented remit
- Preparation / maintenance of associated contact lists, airport grid maps, checklists etc.
- Establishment of associated Command, Control, Co-ordination and Communication (C4) facilities (including 'mobile' capabilities) - both on and off-airport
- Triage and medical care resources / facilities etc. anticipated to be used
- Associated Communication system(s) etc. anticipated to be used
- Corporate Communications (dealing with stakeholders; the media etc.)
- Associated AEP related training, exercising, maintenance etc.
- AEP review …………… and so on

7.2 Airline and GHSP / GHA

Airlines should have their own *ERP* at corporate (company HQ) level and associated **Station ERPs** at station / destination airports levels. The following sections (7.2.1 and 7.2.2) provide suggested topics to be covered in the *ERP* (airlines etc.) and *Station ERP* (GHAs / GHSPs etc.) contexts. Said topics are not exhaustive

All concerned / involved should integrate their plans (ERPs and Station ERPs) effectively and efficiently with e.g. local regulatory, *airport* and equivalent plans / requirements - if / as required

7.2.1 Outline of Emergency Response Plan Document (Strategic / Higher Levels) - list not exhaustive:

- Overview / Purpose / Scope /Objectives
- Preparation Requirements
- Roles and Responsibilities
- Emergency Policies, Procedures etc.
- Organisational Structure
- Distribution Lists
- Infrastructure
- *Alarm Notification* / *Alerting Systems* and associated *Procedures*
- *Command, Control, Co-ordination and Communications* (**C4**) *Centres* + Related Protocols
- *Crisis Communications* (e.g. Media [Human / Social etc.])
- Telephone Enquiry Centre (TEC) / *Emergency Call Centre* (ECC)
- Special / Family / *Humanitarian* etc. *Assistance Team* Ops
- *Go Team*
- *Co-ordination* at all appropriate levels with / between all appropriate agencies etc.
- *External Service Providers* (liaison with and support to airlines)
- *Alliances* / *Code-shares* / *Charters* etc.
- *Mutual Aid Emergency Response Agreements*
- *Aircraft Recovery*
- Associated *Business Continuity Plan*
- **De-activation** / **Wind-down**; **De-brief** etc.
- *Training*
- *Exercising*
- *Documentation* - including associated Checklists, Forms etc.
- *Audit* / *Review* etc.
- *Maintenance etc.*

7.2.2 Outline of Local Emergency / Accident Response Plan Document (Tactical / Operational Level)

Generally speaking, the 'Airline's (Station / Destination Airport) **ERP**' (for any specific airline station) and its associated 'GHSP / GHA Station **ERP** - shall provide for compliant, practical, effective, co-ordinated, co-operative etc. local emergency and crisis management considerations. Said ERPs / Station ERPs are (should be) predicated on the associated **AEP** for each and every **airport** at which the particular **airline** and associated **GHSP** / **GHA** operates / serves

As per above, the appropriate *Airline* and *GHSP* / *GHA* documentation *content* suggested is as follows (NB: list is *far* from being exhaustive / is generic only):

- Introduction
- Objectives
- Applicability

- Station / Local Emergency Response Organisation etc.
- Responsibilities / Tasks Overview (specific to each airport /station)
- Types of Aircraft Related Emergencies Accounted For
- Types of Non-aircraft Related Emergencies Accounted For
- Alarm, Alert, Notification Plans / Procedures etc.
- Forms, Checklists etc. to be used (with typical examples)
- Log(s) of Events to be Maintained
- Associated Assignments - Planned / Trained / Exercised / Maintained / Reviewed etc.
- Airlines' Emergency Response Plan (ERP) Specifics Disseminated for each Relevant Station
- Implications - Emergency Response Planning vs Code-share/Alliance/Wet-lease/Charter Ops
- Mutual Assistance Agreements (specify with whom + services to be provided etc.)
- Main Stakeholder Organisations / Entities
- Accident Airline's 'Go Team' etc
- Facilities
- Other Resources - including Securing + Anticipated Use of Ground Service Equipment, Transportation etc.
- Safeguarding of Relevant Documentation
- Provisions for the Deceased
- Personal Effects and Belongings
- Training / Exercising / Review / Audit / Maintenance etc.
- Contact Information
- Contracts and Agreements (specify services involved) etc.

7.2.3 Emergency Response Plans - Compatibility

To avoid multiple, different procedures and processes etc. (but only if so appropriate / practical etc.) - it is suggested that ERP / AEP / GHA etc. stakeholders, at any specific station / airport level, agree on an overall plan optimisation initiative e.g. by use of an 'emergency plan' '*procedures compatibility*' matrix

For example, at Station A, there might be just one (1) GHA handling ten (10) airlines. In such circumstance (and similar) it is suggested that all concerned as aforesaid agree on a common, ERP etc. training, exercise etc. programme (which might be e.g. that of the GSHA / GHA, as validated / approved of etc. by *all* 10 airlines). Same goes for anything else which 'fits' such initiative

8. EMERGENCY RESPONSE

8.1 General

During a major aircraft accident type response at an airline station (destination airport / equivalent) *OR* at an *off*-airport location - emergency etc. response considerations will depend on the exact nature, location etc. of same - including which responding agencies will be responsible for what

All such responding agencies will obviously need to know, in advance, their respective roles and responsibilities / to whom do they report and who reports to them etc. Accordingly, such matters must be regularly trained and exercised for etc.

8.2 Airport Activation (As per accident airport's **AEP**) - and Associated Events

AIRPORT OPERATOR - Activates its emergency plan + 'emergency operations centre' and / or 'mobile command post' etc. - at the airport where the accident / incident took place - or elsewhere as appropriate / relevant

AIR TRAFFIC SERVICES - Initiates the emergency response by using an alarm / communication system(s) of some, appropriate type

AIRPORT OPERATOR - Notifies the involved airline(s), GHSP / GHA and other, relevant agencies - as required (Note: This is over and above what has been written in the last para above). In the case of an *OFF-airport* accident / incident, the airport operator typically extends (airport based) emergency aid as might be requested by the relevant 'jurisdiction agency' in overall command, provided that the associated resources so to do are available and also at airport operator's discretion (e.g. because associated airport may still be conducting [relatively] normal operations. Reminder - *this* para refers to an *off*-airport accident / incident situation)

ACCIDENT AIRLINE (As per accident airline's **ERP**)

- Activates its crisis management centre (CMC) - typically located at airline HQ
- Sets / communicates (airline related) crisis related strategic direction / response objectives
- Briefs / consults with airline senior management team, including the 'accountable person' (e.g., Director of Flight Operations; Chief Executive etc.), on all major issues
- Ensures that all concerned have completed initial actions checklists, including 'call-out' plans
- Ensures that Chief Executive / Corporate Communications rep etc. liaise to determine who will be the 'company spokesman', further ensuring that latter is notified and fully briefed
- Ensures all airline reps deploying to accident etc. location(s) are thoroughly pre-briefed accordingly. This include all GO Team managers - as applicable
- Activates airline's associated **Station ERP** via its rep (GHSP / GHA etc.) *at* said (involved) station(s), as required. Thereafter, communicates with, co-ordinates and directs same

GHSP / GHA

- Activates its local incident co-ordination centre (LICC) at station (or station nearest to) where customer airline's accident occurred (Reminder: which *might* be at / near to accident airline's HQ location)
- Activate associated airline 'Station Emergency Plan' as pre-provided by the operating airline (or **GHSP / GHA**'s generic Station Emergency Plan / LEARP - in circumstances where no such airline Station Emergency Plan is available)
- Ensure call-out / activation of local, associated resources; associated checklists actioned etc.
- Activate LICC (pre-nominated / approved location to be used by GHSP / GHA personnel, when coordinating *local station* ERP activities on behalf of customer airline)
- Communicate / co-ordinate etc. with 'corporate crisis management centre - CMC' at accident airline HQ - *if* said airline has no direct representative at the accident station

Note: Depending on the nature of the accident / incident, the airport operator, airline or GHSP / GHA may be the first to raise the associated emergency activation alarm

8.3/ A - <u>C</u>ommand, <u>C</u>ontrol, <u>C</u>o-ordination and <u>C</u>ommunication (**C4**)

Commanding relevant emergencies (in the aviation contexts used herein) requires ***controlled*** action (**C4**) to be initiated / take place, within a pre-designated period of time (typically 'as soon as possible'), by the organisations outlined in the **AEP** (Airport Emergency Plan) and / or elsewhere, as appropriate

The 'AEP' typically includes / accounts for the airport operator itself, the involved airline + its GHSP / GHA, as applicable and relevant - i.e. from AEP related aspects only (NB: there will, of course, be *many* other organisations so involved - other than those referred to just above. However, they are beyond the scope of *this* particular document [the one you are reading right now)

Furthermore, all of the aforesaid requires ***co-ordinating*** in some valid way, under the oversight of 'the' appropriate person(s). Lastly, none of the above will work 'smoothly / as desired / effectively and efficiently etc.' without adequate ***communication***

Re the aforesaid, associated effectiveness / efficiency etc. can (typically) be realised via (list is ***not*** exhaustive):

- Collaborative approaches
- Appropriate plans, procedures and processes etc. in place (designed / tested [on a regular basis for latter] so as to work well 'on the day')
- Re the bullet point above - associated and appropriate training and exercising (for all concerned) undertaken + associated 'lessons learned / feedback' etc. acted upon accordingly (ongoing process)
- Clear direction provided by senior management + the various (other) C4 centres involved etc. - both during planning phases, exercises and actual operations etc.
- Practice; practice and more practice

Said plan(s) etc. should designate (adequately and appropriately trained and exercised) airport, airline, GHSP / GHA and other relevant personnel etc. - required to oversee and accomplish the particular functions necessary / of concern. In the case of a major aircraft accident, the following functions etc. should ideally be accomplished / made available etc. **(NB: List is *not* exhaustive)**:

- **Triage / Medical Care** - Immediate need for 'classification' and care of the injured, the uninjured and fatalities - typically at / very near to accident site location itself
- **Movement of the aforesaid away from the accident site location ASAP** e.g. to a temporary mortuary / mortuaries; hospital(s); uninjured reception centre(s) on- airport / off-airport etc.
- **Data Collection** - Airline, Airport, GHSP / GHA (and others TBA) should assist the responsible authorities in initial data collection of accident victims' personal information. This can be done e.g. via distribution and completion of specific forms etc. at the various locations involved; e.g. via face to face 'interviews' at associated reception centres; at hospitals and mortuaries involved (e.g. it is possible that 'live' people will have accompanied associated deceased victims to mortuaries; same goes for the injured in hospitals etc. [and deceased victims might have appropriate documents on them]) etc.

- A reliable system for **tracking / recording details of *where* accident flight passengers and crew are being taken / are going to, *when*, *why* / for *what* purposes** etc. (i.e. once moved away from the accident site itself - and also depending on their 'condition' e.g. hospital(s), uninjured survivor centre(s), onward travel, 'where to' if otherwise leaving the airport etc.) ………………… should be established

Note: After leaving the accident site it is 'best practice' (where practicable / possible etc.) for uninjured *crew* members to thereafter be physically separated (and remain so separated) from uninjured passengers from the same (accident) etc. flight. This will not be possible in all circumstances

8.3/ B

Family, Relatives and Friends Reception Centre (FRRC) + Reuniting Centre (RC) + Family (Humanitarian) Assistance Centre (FAC / HAC)

Airport operators should *pre*-identify separate facilities (at / or as near as possible / practicable to potential accident airport - typically being suitable hotels), to be used for the differing purposes shown in the heading above. Said hotels etc. should have already been *pre*-requested to so assist / be so contracted accordingly in advance (if possible) - so as to pre-secure proper handling, care and privacy of said affected persons

NB: A more realistic (preferred actually) **alternative to the above** (as used by many *airports* - circumstances 'on the day' - so permitting) **is for the FRRC and RC to be located at suitable facilities located *landside at* / *within the accident airport building itself* e.g. a suitable airport restaurant(s); waiting area(s); lounges etc.**

Further to the above, ensure appropriate facilities, comms, personnel / victim tracking measures etc. are established between all of the different reception / assistance centres etc. involved (whether on and / or off-airport) - thus ensuring that the affected *airline*, *airport*, *GHA* etc. (and others involved as appropriate) is / are better able to support / manage etc. the 'directly affected persons' (accident victims) and their (*not* having been on board the accident flight) associated (indirectly affected) family, relatives and friends (if / as present 'on the day' - as appropriate)

8.4. / A - Call-out (Alerting and Activation) / Notifications etc. at the Involved Station(s)

The initial notification process by the accident related *airline*, *GHSP* / *GHA* etc. when activating the various agencies etc. required, includes the need to: (list is *not* exhaustive)

- Fill in the initial accident notification and briefing sheet (see Section 11, Form 1)
- Immediately contact 'accident' airline's Operations Control Centre (OCC) at airline HQ - and provide all / any required information. Continue so doing, as required
- Document (in writing) initial info as available - and keep updating (i.e. initiate / maintain a 'crisis log' of events)
- If viable, establish open-line comms to / from accident airline's OCC and / or Crisis Management Centre (CMC)
- Once verification of accident / incident confirmed (or at own instigation as per actual circumstances 'on the day') - activate the Station(s) LICC(s) and initiate the ERP call-out process for LICC staffing + other relevant areas / centres, as appropriate

- As staff arrive at LICC etc. - brief / deploy them as per 'actual circumstances' on the day
- Ensure following is agreed upon (as required) and / or *implemented* - without delay:

    o Distribution of assigned staff checklists - as per the relevant Station Emergency Plan
    o Method(s) and testing of comms for the different reception centres + any other involved 'centres' - with which said comms are required (should already be SOPs available for this)
    o Staff etc. in various reception centres to regularly keep LICC Coordinator (see Section 8.5 further below) updated with latest 'situation' at their locations
    o Provide regular briefings for all staff involved
    o Sensitively / discretely speaking / communicating etc. when close to adversely impacted (by the crisis) persons
    o Monitoring staff welfare (staff to be able to contact LICC Coordinator /equivalent person if e.g. 'uncomfortable' with assignment[s]; experiencing undue stress etc.)

Note 1: It may be necessary (even during the early stages of an associated crisis) to initiate *local* comms and support measures etc. for (actual / potential) '*local*' family, relatives and friends (FR) of (actual / potential) aircraft accident victims e.g. where such local FR are already at (or soon will be at) the associated airport; where such local FR are already contacting the associated airport ……………… etc. In such circumstances, take direction and advice (on what to say; do etc.) from the 'accident' airline's OCC / CMC / equivalent agency

Note 2: Do not release information, statements etc. as to the potential cause(s)/circumstances etc. of an associated emergency, associated passenger and crew name lists etc. - unless so authorised by the Corporate (airline) CMC, via the LICC

8.4/B. Documents (in electronic / hardcopy etc. formats etc.) listed below shall be secured and not released without approval from the accident airline's corporate CMC (e.g. via the LICC):

o Associated (Accident Flight) technical records (e.g. flight plan, met / weather brief, NOTAMs, planned / final weight and balance sheet, de-icing record, fuel uplift record, passenger and crew manifest [PAX name lists], cargo-related documentation [e.g., NOTOC / Dangerous Goods details, air waybill {AWB}, shippers' declarations], mail etc.)…………… etc.

8.5/A. Local Incident Control Centre (**LICC**) etc. - Roles, Responsibilities, Tasks etc.

DEFINITION:

For an airline accident at or close to one of its own (airline) Stations ………… (BUT, as an *exception* and *as applicable*, typically *NOT* at the particular station where / near to which said airline has its own main HQ - and in such circumstances where it also uses its *own* [said airline and / or closely associated entity] staff [i.e. *NOT* GHSA / GHA etc. contracted staff] to provide the associated, 'ground handling services' at said particular station. Whilst relatively rare, the latter situation *does* occur) ………… the **LICC** is the facility from where the 'LICC **Manager**' (latter typically being the accident airline's *local* Station Manager [GSHA / GHA / Supervisory Agent etc.]) controls, co-ordinates and communicates all *local* (tactical and operational) **airline** emergency response related activities, information etc. - to / from / with / between etc. **airline HQ**, the **local airport operator**, local authorities (e.g. the Police) etc.

Other than the 'exception' referred to just above, the *pre*-preparation, set up, management / operations etc. of an LICC 'on the day' are typically the responsibility of the airline's local Station Manager / Airline Representative (e.g. GHSP / GHA / Supervisory Agent etc.) - under the overall but remote supervision of the customer airline's headquarters

LICCs should be suitably equipped and located (latter typically being at the airline representative's [GHA etc.] main airport [station] office itself). See below (generic / typical) examples of *customer airline ERP* related *generic* roles and responsibilities for contracted (and / or its own as applicable) *GHSPs / GHAs / Supervisory Agents* etc. - re the associated airports - at which such *GHSPs / GHAs etc.* represent said *airline(s)*

Note: In reality, an airline and its associated GHSP / GHA etc. (as relevant / applicable), should *pre*-agree, *pre*-define, *pre*-document etc. the *actual / specific roles*, *assigned responsibilities* etc. required of said GHSP / GHA etc. (as relevant / applicable) - so as to ensure proper / adequate execution of its / their Station ERP(s) - for the particular Station, at the associated airport, 'on the day'

Some associated 'airline-specific' roles / responsibilities *can* be delegated to the associated GHSP / GHA, if so pre-agreed or otherwise agreed to accordingly 'on the day' - but always subject to all concerned being adequately trained, exercised, current, appropriately resourced etc. in / for same accordingly

All of the above should be appropriately documented and agreed to -typically in the associated section of IATA's 'Standard Ground Handling Agreement - SGHA' document - or appropriate, equivalent document where the IATA SGHA is not used

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Note that an *airline's* (GHSP's / GHA's) 'Local Incident Control Centre (LICC)' is not the same thing as the local *airport's* Emergency Operations Centre (EOC). The two are *different*, with *different* functions and will typically be in *different* locations (at the airport)

Local Incident Control Centre Manager (LICC Manager) - see Section 11, Forms 2 and 3

- In overall charge of all (local) LICC (typically 'emergency response') related activities e.g. re itself; on behalf of customer airline(s) + in liaison with parent airport(s) etc. i.e. it commands, co-ordinates, communicates, directs etc. all (as appropriate) LICC related tasks - as required
- Fully familiar with (relevant) emergency response plans (at the particular station / airport concerned) e.g. customer / parent airline ERP(s); associated airport AEP; own GHSP/GHA ERP; relevant off-airport ERP equivalents etc.
- (As required) - Initiates / maintains / controls / co-ordinates / logs etc. .... **outbound** info flows *from* his / her 'station LICC' to associated airline's CMC at airline HQ; parent airport's EOC etc. (amongst others [not documented here] who might also need same)
- (As required) - Receives / logs / disseminates / distributes etc. (relevant) **inbound** info flow *to / for* the 'station LICC' - *from* e.g. associated airline's CMC; parent airport's EOC; whoever etc. Acts on same if / as required + so 'authorised' .... and, in extremis, at own discretion
- Prioritises / organises / solves / acts upon etc. relevant (crisis related) local issues, problems etc. - as appropriate / authorised / or otherwise at own initiative e.g. in extremis etc.
- Provides associated and appropriate advice to other, relevant responders etc. - as appropriate / authorised (permitted) / etc.

- Manages / delegates etc. appropriately (as required and subject to manpower availability etc.) so as to ensure adequate LICC availability, manpower / operation etc. (on a 24H basis if so required and possible) - as per actual circumstances 'on the day'
- Liaises with associated Airport(s) Emergency Ops Centre(s) (EOC) + equivalent agencies
- With appropriate permissions, communicates / liaises with deployed, airport Incident Command Post(s), other accident site responders (both on and off-airport as applicable) etc. - as required
- Requests / provides / arranges (as appropriate and subject e.g. to availability of relevant manpower resources etc.) for accident airline representation (by the GHSA / GHA) at any 'on-site' accident / incident command and control etc. centres / equivalent facilities in use
- Liaises (on behalf of accident airline- as required) with involved Local Authorities and similar, local equivalents e.g. police, medical / hospitals, fire and rescue, customs, immigration, port health, media (if trained accordingly and so authorised by accident airline) etc.
- Provides / disseminates info re accident site rescue / medical treatment etc. ops - as per SOP and / or as directed, required, permitted etc.
- Manages / oversees / safeguards etc. use, completion, dissemination etc. of the various forms, paperwork etc. associated with the relevant emergency response operation(s) being undertaken 'on the day'
- Provides current information / updates etc. re the response operation to other relevant / authorised command centres and equivalents
- **Maintain an adequate 'log of events' throughout**

8.5B.1 *'Uninjured Survivor Reception Centres - 1'* - see Section 11, Form 4 - (Responsible for the registration, care etc. of uninjured, victim survivors - both crew and passengers)

• (Uninjured *PASSENGER*) **Survivor Reception Centre** (Airside)	-	**SRC (A)**
• (Uninjured *PASSENGER*) **Survivor Reception Centre** (Landside)	-	**SRC (L)**

- All uninjured / non-hospitalised *passenger* survivors of an (on / near airport) aircraft accident will typically (eventually) be transported from the triage / uninjured holding areas (at that accident site) - to a further holding facility (the **SRC [A]**) - usually located at a suitable and predesignated *airport* (airside) facility
- The **SRC (A)** *must* be located airside at this early stage of the crisis - as local law enforcement / security agencies etc. will invariably assume that a crime has been committed, until they are reasonably sure that this is not the case (as appropriate)
- Consequently, *all* uninjured survivors are regarded as potential criminals and / or potential crime witnesses and must, therefore, be 'contained'. Hence the reason why uninjured survivors cannot typically be permitted to leave airport airside (go airport landside and / or off-airport) immediately

*Note - the same applies to the uninjured accident flight's crew, except that they should be ideally 'contained' in a physically, **separate** location from the uninjured survivors i.e. in the* **CRC (A)** *- if possible. See 8.5.B.2 further below for more details re latter*

- Essentially, the **SRC (A)** location should have adequate facilities to hold up to xxx uninjured survivors, with adequate security, catering, toilets, telephones, airline amenity kits, blankets, emergency clothing and footwear, heating / cooling etc. - ideally supplied

Note - the capacity of the **SRC (A)** *should be based on the largest / highest maximum seating configuration of any aircraft regularly serving the airport concerned e.g. for an Airbus A380 a capacity of approximately 600+ persons might be required*

- Airport; Airline and / or Airline Rep; GHA; HAT; ICT; Police; Immigration; other staff and volunteers etc. - provide humanitarian, welfare and other support to the uninjured passenger survivors at the **SRC (A)**
- They do this whilst also capturing important information onto airline produced hard copy forms (4 in 1 P/VRCs [Passenger / Victim Record Cards] – see example page **35**) or local equivalents - which are then distributed to 'those that need them' to do their jobs (e.g. Accident Airline, Airport Immigration, Airport Police, Airport Operator etc.). Additional *Airline* copies of completed PRCs are also forwarded to the airline HQ's CMC - usually via the airline's local 'Station LACC'
- Once (if) the authorities have established there has been no 'crime' associated with the accident, all uninjured passenger survivors should typically be released from the **SRC (A)** - into "airline care" and on to airport *landside* and eventually *off-airport* (unless catching further flights) etc.
- The airline (and / or airline representative) should then offer uninjured passenger survivors transportation from the **SRC (A)** to the *(Uninjured Passenger)* Survivor Reception Centre (Landside) - **SRC (L)** which is usually a *hotel* typically (but not always) located reasonably close to the airport - and with which the airline would (should) have made prior arrangements
- At the **SRC (L)** - local staff , volunteers etc. (+ the airline's Humanitarian Assistance Team when it eventually arrives on site) will continue to provide humanitarian, welfare, financial, security & other support to uninjured passenger survivors. It is here also, that FR will usually be reunited with their associated uninjured survivors (if possible), if this had not already been done at the airport RA (A)
- Uninjured passenger survivors not wishing to go to the **SRC (L)** will be provided with suitable transportation and escort to local residence / other accommodation as applicable - or arrangements made by the airline for them to continue their journey, return to original departure point or to travel to other destinations etc. - as required
- 'ABCX Airways' Station Managers / GHAs / airline representatives are required to *pre-identify* and *pre-arrange* for an *SRC (A)* AND an *SRC (L)* as part of their local emergency response plan preparations. This information is to be documented in the 'ABCX Airways Emergency Response Plan' for the particular Station concerned

- Many (but not all by any means) **_Airport_** Operators will already have made provision for an **SRC (A)** within their own airport emergency plans. If this has not been done, the local station manager / GHA / airline representative should lobby (typically via the local AOC) for such a facility to be established

- Lastly, for 'off-airport' emergencies where use of on-airport facilities is **not** available, the general principles of setting up and operating equivalents of the **SRC (A)** and **SRC (L)** should be followed and adapted insofar as possible, circumstances 'on the day' so permitting

8.5B.2 *'Uninjured Survivor Reception Centres - 2'*

(Uninjured *CREW*) **Survivor Reception Centre** (Airside)	-	CRC (A)
(Uninjured *CREW*) **Survivor Reception Centre** (Landside)	-	CRC (L)

Circumstances permitting, *Uninjured crew* should be transported ASAP from an 'on or very near airport' accident site 'Triage' and / or 'uninjured holding facility', to a secure and private initial holding area (known herein as the '*Uninjured Crew Reception Centre [Airside] - CRC [A)]*') typically (but not always) located within the *airside* part of the airport terminal building - or similar arrangement

The CRC (A) should ideally have adequate privacy, security, capacity, seating, toilets, catering provision etc. - and be physically *SEPARATE* from any similar facility set up for *uninjured* **passengers** (to prevent possible unwelcome attention [e.g. aggression and / or abuse] to the uninjured crew)

Typically, Airline / GHA / Police / Airport Operator / other staff will man the CRC (A), assisting uninjured crew in any ways possible (e.g. humanitarian, welfare and similar support), whilst also capturing important information (provided by uninjured crew) onto hard copy forms (***** '**Passenger /** **Victim Record Cards**' - P/VRC [or local equivalent forms] - see attachment page **35** for a generic example), for eventual distribution to e.g. the accident airline's local rep + copies provided to the relevant authorities (Customs & Immigration, Police, Airport Operator, etc.)

> ***** It has been assumed herein that '*Passenger / Victim* Record Cards' will be used to take information from **both** *uninjured* passengers **and** *uninjured* crew

Most importantly, the ABCX Airways LACC should forward all completed P/VRCs to airline HQ ASAP - from where crews' family, relatives and friends' might be notified accordingly

For the flight crew (pilots) in particular, the provision of initial statements, blood and urine tests + other medical / legal requirements should be anticipated. Legal representation and / or assistance should be provided (by the airline / airline representative[s]) to such crew, as appropriate / available

Once (if) the 'appropriate authorities' establish that no 'crime' is associated with the accident, uninjured crew should be released from the CRC (A) and transported (under airline / GHA / other escort) - to the '*Uninjured Crew Reception Centre [Landside] - CRC (L)*', which is typically (but not always) a *hotel*, with which local airline / airline rep staff had made appropriate, prior arrangements

Such crew should put on civilian clothes (if possible) and / or remove all overt signs of uniform before leaving the CRC (A), so as not to attract undue attention to them-selves. Humanitarian, welfare & similar support to uninjured crew should continue to be provided on arrival at the CRC (L)

The hotel designated as the CRC (L) should **_not_** be the same hotel as that used for the *Humanitarian* (Family) *Assistance Centre -* **_nor_** should it be the same hotel as used for the '*Uninjured Passenger Reception Centre (Landside) - SRC (L)*'. It should also not be the same hotel used for ABCX Airways 'normal business' crew layovers at that particular station / airport, as relevant

Shorter term reconciliation (reuniting) of uninjured crew with their FR will typically be accomplished at the CRC (L), where appropriate / possible at this early stage of the emergency response

FR (of the uninjured crew) **_not_** living locally to the CRC (L) might be 'invited' by the accident airline to join their 'loved ones' at the CRC (L) and / or other airline provided local accommodation. The airline will typically make and pay for all such arrangements - including transport, accommodation, meals etc. where appropriate

For an aircraft accident away from the crew's Home Base / HQ Country (i.e. where they normally live), arrangements should be made to return the accident flight's crew to such home base ASAP

Note 1 - It is advisable for the accident flight's uninjured crew (located at home base / or when they eventually return to home base) to be accommodated for an appropriate period in a location other than their homes etc. - in order to avoid undue 'attention' from e.g. the media; (angry) FR etc. Similar consideration should be given to crew families living at such homes. The accident airline should arrange for all of this to be accomplished

'ABCX Airways' Station Managers / Airline Reps / GHAs etc. are required to *pre-identify and pre-arrange for a CRC (A) **and** a CRC (L)* - as part of their local emergency response plan preparations. The details should be documented in the 'ABCX Airways **ERP**' relating to the associated station / airport

Lastly, for '*off-airport*' emergencies where use of 'on-airport' facilities (as documented on the previous page) might **_not_** be available (for whatever reason), the general principles of setting up and operating local equivalents of the CRC (A) and CRC (L) should be followed and adapted insofar as possible, circumstances permitting

Note 2 - Only a relatively small number of '*airport* operators' had (as at 2024) made provision for a CRC (A) as part of their own *airport* emergency plans (although this situation is gradually improving). For those that have not, local airline staff and / or their representatives should lobby (e.g. via the local 'Airline Operators Committee [AOC]') for a CRC (A) to be established

Typical locations for a CRC (A) might include e.g. a vacated or unused VIP, First or Business Class *airside* lounge; a suitable airline office (*airside*); a suitable GHA office (*airside*) etc.

Note 3 - There will be fairly rare occasions where uninjured crew might be required to care for the uninjured passengers after leaving the accident site triage facility e.g. lack of supporting / responding ground staff from the airport, airline, airline representative, government authorities; remote location accident etc.

ABCX Airways - (4 in 1) PASSENGER & CREW *(VICTIM)* **R**ECORD **C**ARD VRC

Flight No		Flight Date		Flight Route	

Details of the '*Victim*' i.e. the person who this VRC is about

Last / Family Name		First / Other Names	
Known by any Other Names?			
Type of *Victim*: *(Flight Crew, Cabin Crew, Passenger, Positioning Crew / Staff, Ground Victim etc.)*			

Male/**F**emale/ **C**hild/**I**nfant		Nationality		Religion	
Existing Medical Problems *(if any)*				Date of Birth	
Total Journey Details *(all sectors)*					

Home Address		Alternate Address	
Telephone Contacts - *Country & area code + No*		Preferred Language	

Victim Status - ☐ Missing   ☐ Un-injured   ☐ Hospitalised (non-life threatening)
☐ Hospitalised (life threatening)   ☐ Dead   ☐ Unknown

Victim's Current Location	

Victim's Intentions: ☐ Travel to local address ☐ Continue Journey ☐ Proceed to SRC (L)
☐ Other (Provide Details)

Passport #		Issue Date		Expiry Date		Issue place	

Other persons believed to be travelling with *this Victim*	Last Name	First Name(s)	Relationship to *this Victim*

Known closest relative/Next of Kin of **this Victim**	Full Name	Full Contact Details & Address	Relationship

Meeter/Greeter info (i.e. person(s) *meeting* **this Victim**)	Full Name	Full Contact Details & Address	Relationship

Remarks / Notes: (Continue on separate sheet if necessary and securely attach to this top sheet)

Form completed by - Name / Contact   Date/Time:

Note: If more space needed for information, *use separate sheet(s) of paper & securely attach to VRC*

8.5B.3

Family, Relatives & Friends - FR

Definition:

A collective, generic term - loosely denoting herein the various categories of persons (**_not_** having been on board the accident flight) having some form of valid relationship or otherwise (personal) link with associated air accident **_victims_** (including any **_ground_** victims - as applicable). The term typically includes (as related to or otherwise 'known / associated' to / with such victims):

- Next of Kin (closest relative / equivalent person)
- Other family members, relatives / similar
- Friends
- Business colleagues / similar
- Meeters and Greeters (*of all categories*) waiting to meet victims at the emergency flight's destination airport and / or FR who have gathered at the **_departure_** airport(s) of the emergency flight, after the latter departs and subsequently experiences a major crisis
- Any other person(s) having a reasonably valid relationship with the victim(s)

Alternative Definition: *The immediate family and / or next of kin and / or other 'valid' person(s) - closely connected with an aircraft accident victim (for whatever valid reason) - as defined under the latter's national law and / or equivalent situation*

Family, Relatives & Friends Reception Centre - FRRC (Typically landside - at/near involved airport[s])

For most arrival flights at an airline Station (associated international airport assumed here), there is typically a multitude (typically anywhere from 10 to 1,000 +) of * FR (MGFR) - waiting at the airport's 'arrivals' or equivalent area - to receive loved ones, friends, colleagues etc. from arriving flights

* FR (MGFR)………….Family, Relatives and Friends etc. Note: Where such FR are / were already located at 'the' (what was to become) accident **_airport_** (because e.g. they were waiting to 'meet & greet' passengers from [what was to become] the involved accident **_flight_** - they (said FR) are re-termed herein as being '**Meeters and Greeters / Family, Relatives and Friends**' (**MGFR**)

MGFR waiting for an inbound flight which has experienced a major accident - must be rapidly identified by Airline / GHA (airline rep) / Airport / Police / other etc. staff - segregated from others (*i.e.* **not** *waiting for said accident flight)* in the same area - and escorted / directed to a separate, private, secure location within the **_landside_** part of the airport (or at a nearby location) - known as the **FRRC**

The airport and airline (and / or GHA / airline rep for latter) should **PRE**-agree and include in their respective emergency response plans, ***precise details of how the above procedure is to be accomplished*** i.e. this information is to be documented in the 'ABCX Airways' **ERP** for that particular airline Station and also in the associated / local **Airport Emergency Plan** (AEP)

The FRRC should have adequate facilities to hold up to ** xxx persons, be 'private and secure' - and also provide sufficient seating, toilets, air conditioning / heating, catering, communications etc. (** the actual capacity required will be dependent on statistical, historic data re the expected, maximum numbers of MGFR needing to be cared for - at the particular airport concerned - 'on the day')

Airport / Airline / GHA / HAT / Airport Police / other staff / 'volunteers' etc. typically set-up and man the FRRC, assisting MGFR in all and any ways possible / practicable (humanitarian, welfare, information, other support etc.)

They do this whilst also capturing important information (re associated [potential] accident victims who any particular MGFR has reason to believe might have been on board the accident flight), using specific airline forms (Family, Relatives & Friends Enquiry Cards - FEC) or local equivalent forms (see generic example page **39**)

In conjunction with associated, local Airport Operators - all 'ABCX Airways' Station Managers / airline reps are required to *pre-designate and make suitable, pre-planned arrangements for an FRRC* - as part of their own, local emergency response plan preparations. The details are to be documented in the 'ABCX Airways ERP' for the particular Station concerned - also in the local AEP and GHA's ERP

Many (but not all by any means) *airport* operators will have already made provision for an FRRC (or equivalent facility) in their own AEPs. If this has <u>not</u> been done, the local ABCX Airways *airline* representative (Station Manager and / or GHA) should lobby (e.g. via the local **A**irline **O**perators **C**ommittee - at the specific airport of concern) for such facility to be established, without delay

That *airports* (in ICAO Countries) have a definite, defined responsibility for so doing - is covered in **ICAO Doc 9973 - AN/486 - 'Manual on Assistance to Aircraft Accident Victims and their Families'**

It is possible that a separate FRRC(s) will *additionally* be required at all relevant *departure airport(s)* of an accident flight - despite the accident occurring e.g. well after the flight has departed said airport(s). This is because the departure airport is typically the first location that many FR (living locally or relatively local to that same airport) will choose to go, in order to seek associated information re such accident

Lastly, for '*off*-airport' emergencies where use of *on-airport* facilities might <u>not</u> be available (for whatever reason), the general principle of setting up and operating an FRRC *equivalen*t facility should still be followed and adapted (by all concerned) insofar as is possible, practical etc. so to do - actual circumstances 'on the day' so permitting

> **Note:** - the FRRC is also commonly referred to as the 'Meeters & Greeters / Family, Relatives & Friends Reception Centre'; the 'Families and Friends Reception Centre and other such similar terms

When MGFR eventually leave the FRRC, the 'accident **airline**' might offer them the ongoing services of the (usually off-airport - typically in a pre-contracted hotel[s] etc.) '**Family** (Humanitarian) **Assistance Centre**' (FAC / HAC), as appropriate and applicable to actual circumstances, resources available etc. 'on the day'

Many (but not all by any means) *airport* operators will have already made provision for an airport based FRRC (or equivalent facility) in their own AEPs. If this has <u>not</u> been done, the local airline representative (Station Manager and / or GHA etc.) should lobby (e.g. via the local 'Airline Operators Committee - AOC') for such facility to be established without delay

That appropriate, commercial *airports* have definite, defined responsibilities for so doing (and more) is covered in ICAO Doc 9973 - AN/486 - 'Manual on Assistance to Aircraft Accident Victims and their Families'

Lastly, for '*off*-airport' emergencies where use of **on-airport** facilities might <u>not</u> be available (for whatever reason), the general principles of setting up and operating an FRRC; FAC / HAC etc. should still be followed and adapted insofar as is possible - actual circumstances 'on the day' so permitting

Note 1 - The FRRC and the FAC / HAC are *different* facilities, at *different* locations having *different* functions

Note 2 - The FRRC is also commonly referred to as the 'Meeters & Greeters / Family, Relatives & Friends Reception Centre' (MGFR-RC); the 'Families & Friends Reception Centre (FFRC) and other, similar terms

ABCX Airways - FAMILY, RELATIVES & FRIENDS ENQUIRY CARD FEC

Flight No		Date of Flight		Flight Route	

Details of "the *person*" (i.e. the *person* reporting / providing information **here** about a possible **Victim**)			
Full Name		Relationship to Victim	
Telephone Contacts *(Country code + area code + No)*			
Home Address / Equivalent			
What is *'person's'* preferred Language		Has *'person'* already had contact with the victim *(e.g. by mobile phone, text, face to face etc.)*	

Details of the *possible 'Victim'* as provided by the *'person reporting'*			
Last / Family Name		First / Other Names	
Known by any Other Names (Aliases)			
Male/**F**emale/**C**hild/ **I**nfant		Nationality	Religion
Existing Medical conditions (if any)			
Other information (e.g. skin / hair/ eye colour, marks / scars / tattoos) etc.			
Total Journey Details of **Victim** (**all** sectors) as known to *'person reporting'*			

Other persons believed to have travelled with **this Victim** (as known to *'person reporting'*)	Last / Family Name	First / Other Name(s)	Relationship to **this Victim**

Closest relative (or equivalent) of **this Victim** - if known to *'person reporting'*	Full Name	Full Contact Details & Address	Relationship

Remarks / Notes: (Continue on separate sheet if necessary and securely attach to **this** top sheet)

Form completed by - Name / Contact: Date/Time:

Note: If more space needed to enter information, use *separate sheet(s) of paper & attach securely to **this** FEC*

GHA ERP Guideline / Reviewed - January 2024

8.6 Crisis Communications

When responding to a catastrophic aircraft accident the involved airline's Corporate Communications (**PR**) department (or equivalent) has vital roles to play e.g. preparing press releases and organising / delivering press conferences, dealing directly with media callers, providing a company spokesperson to 'speak to the world', managing 'dark site' content and social media etc.

A small number (one or two persons typically) of this department will also deploy as part of any airline GO Team (as required) - possibly including a 'deployed' *company spokesperson*

The Corporate Communications element dealing with crisis events is known herein as the '*Crisis Communications Team* - CCT' and operates from a (typically airline HQ based) facility known as the '*Crisis Communications Centre* - CCC'

The CCT is headed by a person known herein as a '*Communications Controller*' - being a suitably experienced and senior PR person who would (typically [as an exception to what is written in the last para above]) operate from the airline's *Crisis Management Centre* (CMC) - with his / her deputy 'Communications Controller' operating from the CCC. (Ideally CMC and CCC should **not** be co-located BUT should, nevertheless, be relatively close to each other). The CCT / CCC may be regarded as a 'virtual' part of the airline's CMC - (even if it [the CCT / CCC] is operating from a physically separate facility)

The need to 'crisis communicate' with * stakeholders additional to the media (e.g. internal staff, airline partners, airports operated to (including *ground handling organisations* serving such airports), shareholders etc.) **must not be overlooked** and is perhaps best accomplished as part of the CCC's overall responsibilities / media strategy etc.

> * Note - an airline CCT / CCC will typically **not** communicate directly with aircraft accident victims and / or their family, relatives and friends. Instead, the accident airline might typically set-up and operate a dedicated 'Emergency Call / Contact Centre - ECC' for this purpose. Whilst a small number of airlines can potentially operate their own ECCs, the vast majority sub-contract same to specialist 3rd party operators (airlines pay for the latters' services). For various reasons, some airlines do not provide / engage such a service at all (which is not a good idea!)

9. AVIATION RELATED EMERGENCY RESPONSE - TRAINING, EXERCISING, REVIEW, MAINTENANCE

Only competent (adequately trained / exercised / reviewed etc.) persons will be able to respond effectively and efficiently etc. to a 'significant impact' (aviation [particularly aircraft operations] related) type emergency / crisis response situation - i.e. typically (but not exclusively) the 'catastrophic passenger aircraft accident' type scenario

The associated training, exercising etc. 'scope' should thus be appropriate to each such person's nominated accountabilities, associated duties etc. (as relevant to said aviation related operations) within the organisation. Associated training and exercising programmes / plans shall thus:

A: Be established and undertaken (for those so requiring such associated training / exercising etc.)
B: Include associated initial / recurrent training requirements necessary to maintain competencies
C: Include the associated training methodologies to be used etc.

AHM (Airport Handling Manual - separate document) - Ch. 11 - *might* provide further guidance!

Note: The training requirements following below provide associated guidance for **GHSPs / GHAs**:

9.1 Emergency Response 'General Awareness' Training

Emergency Response *Awareness* Training shall be provided to all operational employees as defined in AHM Ch.11 - and should consider, as a minimum, the following topics:

- Types of relevant emergency etc. situations to be considered for / at / by airports
- Key organisations involved in responding to airport related emergency situations
- Roles and Responsibilities / Main Tasks of said key organisations
- Facilities required by / available to / used by etc. - said key organisations
- Types of Assistance typically available
- As per all of the above, measures required to maintain continued airport (station) operations (circumstances 'on the day' so permitting) i.e. 'Business Continuity' related matters
- etc. (Note: the above list is far from being exhaustive i.e. it is representative only)

9.2 More In-depth Emergency Response Training

The level / depth of emergency response related training for personnel responsible for 'Station ERP' (GHSP / GHA etc.) implementation, execution, management, co-ordination, communication, maintenance, review etc. shall be adequately extensive and comprehensive

The list of (GHSP / GHA) normal business 'job functions' required to provide personnel to undergo said training at any particular (airport) station shall be pre-defined, expanded upon and documented accordingly herein

Said training comprises a pre-defined combination of relevant theory + 'hands on' practice (exercising / testing etc.) - including the following, suggested topics / areas (NB: list is *far* from being exhaustive):

- **Station ERP** - general background - including customer *airline*; parent *airport*; potentially involved '*off-airport*' agency considerations etc.
- The relevant / associated '*Station ERP Policy*' for the relevant / associated airline 'station'
- The potential (Station ERP related) '*customer*' in more detail (i.e. associated airlines etc.) which will potentially be using / subject to / referring to locally etc. - the relevant Station ERP for real - as and when required
- The 'parent' *airport* in more detail (**A**irport **E**mergency **P**lan associated matters)
- Other 'main *airport based* players' involved locally and with which the GHSA / GHA would need to communicate / otherwise interact etc. - particularly (list is far from being exhaustive) *airport* air traffic services; *airport* fire and rescue service; *airport* police service; *airport* medical / health services; *airport* operations centre; *airport* PR department etc.
- Relevant / associated *off-airport* agencies - from ERP viewpoints
- Decision-making, communication, task prioritisation and allocation etc.
- Need for compliance, co-ordination etc. with other *local* activity requirements etc.
- Adequate use of associated internal and external networks e.g. communications
- Facilities, materials etc. required - including allocation of resources

- Practical training + associated testing / exercising based on defined functions
- Recovery operations - including business continuity related matters

See (separate document) AHM Ch.11 'ERP Awareness Training' for a suggested, training syllabus

9.3 Practical Training

Practical (in comparison with theoretical / desktop etc) 'Emergency / Crisis Response Exercises / Drills' etc. comprise periodic co-ordinated, supervised (real but simulated) activities designed to test, exercise etc. (in the context used here) specific components / functions of a Station ERP

Multiple and / or single components are exercised (depending on objectives) 'for real' (or at least as real as possible / practicable / permitted etc.) - depending on associated permissions, time available, exercise objectives, resources, budget etc. - and can typically be used to test / evaluate e.g. (list is far from being exhaustive):

- Efficiency, effectiveness and speed / timeliness etc. of the alerting and activation system
- Set-up of associated facilities with supporting manpower, tools, materials (including associated documentation e.g. checklists) etc.
- Availability and 'effectiveness' of associated facilities, documentation, equipment (including ICT [Information / Communications Technology])
- Efficacy (or otherwise) of the associated response e.g. 'compartmentally'; 'as a whole' etc.
- etc.

Tabletop *Exercises* are typically (as it says 'on the tin / can') conducted with participants sitting around a table and / or virtually

An exercise 'facilitator' asks that 'participants' talk about / describe their role(s) and responsibilities in a specified emergency response situation(s) by reviewing the specific tasks that they would be responsible for - if the situation was 'for real' etc. The facilitator then asks follow-up / prompting questions requiring participants to further evaluate their roles / responsibilities – with the aim of ensuring that associated responses are aligned with /matched to 'what is required '

Tabletop exercises are typically 'run' twice yearly - otherwise as per customer airline requests. Ideally such exercises additionally include inputs provided by the airline(s) involved; other involved third parties etc.

Partial *Exercises* are designed to test or evaluate the specific capabilities of participants for several, near-concurrent functions, typically under a 'stress-induced' environment - with time constraints and actual (real) simulation of selected, pre-specified events being involved. Such exercises should be held <u>at least</u> **once** for each year during which a ***full-scale exercise*** is <u>***not***</u> held

Full-scale *Exercises* combine the components of a partial exercise with the 'relatively real' mobilisation and responses of personnel and equipment / resources etc. - re a given scenario, in 'real time'. Said exercises are typically conducted (mandatory requirement) by airport operators (and thus GHSAs / GHAs) every 2 to 3 years (depending on the appropriate 'authority'). An associated airline(s) is typically also invited to participate for the purposes of 'reality' - as are a significant number of other 'players' - including those from various, off-airport supporting agencies

11. FORMS AND CHECKLISTS

IMPORTANT NOTE

The separate (original) document on which all of the aforesaid was very loosely based - continued in reality for several more pages under the above title (*'11. FORMS AND CHECKLISTS'*)

For the purposes of **_this_** document (the one you are reading right now) this Section 11 has been omitted for various, valid reasons

However, persons wishing to view same can so do by accessing the actual / real document. If such persons already work for an appropriate airline, airport, GHSA / GHA etc. they will almost certainly be able to gain access to a document known as the 'IATA Airport Handling Manual' (AHM). Within the latter is a section referring to 'Standard Ground Handling Agreement' (SGHA). Inside you will find an element entitled:

'**AHM 620 - EMERGENCY AND CRISIS MANAGEMENT AT THE AIRPORT**'

You will find what you are after / need in said document

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IMPORTANT NOTE

From the author/owner of _this_ document (i.e. the one you are reading right now):

The information above (pages 1- 43) has been _re_-written / changed (from the original) by said author/owner (for the purposes of _not_ infringing associated [original work] copyright matters)

Said 'original work' (2023) version is assumed to have been prepared / provided etc. by _IATA_ (International Air Transport Association). We continue below on this assumption

Whilst the above version of IATA's 'Standard Ground Handling Agreement (SGHA 2023)' is / was a welcome improvement on its predecessor versions, it _still_ (as at late 2023) required _considerable_, further work, expansion, development etc. - specifically concerning the _emergency response_ (typically for the catastrophic aircraft accident type scenario) related _checklists_ that an associated / or otherwise involved _GHA_ might feasibly need to use, manage etc. - 'on the day'

It so happens that a set of such 'improved / expanded etc' _checklists_ were originally authored and produced some years ago (_nothing to do with IATA_) by said author / owner - as part of a comprehensive series of (absolutely 100% free) documents related to all aspects (_airline_, _airport_, _GHA_ etc.) of 'aviation related' emergency response planning etc.

You can view relevant **extracts from the latter** - starting on the next page:

Note1: Only the abbreviation / term (_GHA_ - [Ground Handling Agent]) is used in what follows i.e. the alternative / additional IATA abbreviation / term (_GHSP_ - Ground Handling Services Provider) is _not_ used

Note 2: The word and concept '_AVPORT_' has been used in what follows. AVPORT is the _fictitious name_ of the _fictitious GHA_ so used for the purposes of injecting some reality (re same) herein (again, as follows on below)

Note 3: The below has been taken _directly_ from a (one of our own) _different / separate_ document, _without significant change_ in the text. Consequently, where e.g. cross-references to other pages etc. have been made (in what follows) - _they typically refer to said _original_ document - and will thus _not_ be correct / relevant etc. in said following text. This specific situation should be accounted for accordingly by the reader, if / as required

Acronyms (generic) - GHA to include / replace with additional / appropriate *local* acronyms, as required

AEP   *Airport* Emergency Plan (for XIA airport)

AOC   *Airline* Operators' Committee (operating at XIA)

C4   Command, Control, Co-ordination and Communication

CCC   Crisis Communications (Media Response) Centre (located at *airline's* HQ)

CD   Crisis Director (Person in overall charge of *airline* Command & Control type ops at client *airline's* HQ)

CIQ   Customs, Immigration & Quarantine (Port Health for latter) (at XIA airport)

CMC   Accident airline's *Crisis Management Centre* (typically located at client *airline's* HQ location)

C-LACC   *Controller-Local Accident Control Centre* (located / operates at involved airline's XIA Station)

CRC (A)   (Uninjured) Crew Reception Centre / Airside - (i.e. airside at XIA airport)

CRC (L)   (Uninjured) Crew Reception Centre / Landside - (i.e. landside at / near to XIA airport [e.g. a hotel])

CST   Crash Site Team (*Station* Traffic / Ramp + *Aircraft* Engineer staff who deploy to accident location)

CSU   *Airline* Crisis Support Units (operate at *airline* HQ - but also deploy as part of any *airline* GO Team)

DVI   Disaster Victim Identification (known in USA as *'DMORT' - Disaster Mortuary Op. Response Team*)

ECC   Emergency (Telephone) Call / Contact / Info Centre (almost always provided by / via accident *airline*)

EOC   Local *Airport* Authority's / Management Company's **E**mergency **O**perations **C**entre (i.e. Local *Airport's* crisis response Command and Control Centre [contrast with 'CMC' and 'LACC'])

ERP   *Airline's* and / or *GHA's* Station Emergency Response Plan (Catastrophic Aircraft Accident scenario)

FAC   Family (**Humanitarian**) Assistance Centre (typically located landside - e.g. hotel at / near to airport)

FCC   Field Control Centre (used for deployed [airport] emergency response teams when *off*-airport)

FEC   Family, Relatives & Friends Enquiry Card

FR   Family, Relatives & Friends (**not** having been on board the accident flight) of accident victims

FRRC   Family, Relatives & Friends Reception Centre (**typically** located **landside** at involved **airport**)

GHA   *Ground Handling Agent / Airline Rep* at *statio*n level (generally speaking)

HAC   Humanitarian Assistance Centre (see also 'FAC') (Note - 'HAC' is **preferred** term)

ICT   Accident *Airport's* Immediate Care Team (deployed at XIA airport during crisis - as required)

JFSOC   Joint Family Support Ops Centre (located within / close to F / HAC [typically provided by **airline**])

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

LICC   Local Incident Control Centre' (alternate term for 'LACC')

LGT   Leader GO Team (*CD* qualified *airline* person in overall charge of any deployed, *airline* GO Team)

MGFR   Meeters and Greeters (waiting at accident airport for) of accident victims (including any FR)

OCC   24H Operations Control Centre at accident *airline's* HQ

ODM   *Airline's* OCC Duty Manager

NOK   Next of Kin / Closest Relative (of accident victim[s])

P/VRC   Passenger (Victim) Record Card (also used for crew)

RA (A)   Re-uniting Area - **on airport**

RA (O)   Re-uniting Area - **off airport**

SAT   Special (Family / Humanitarian) Assistance Team (typically provided by accident *airline*). Note: Whilst this term is still typically used by many airlines (and others) its meaning can be confusing in the aviation emergency response context. Preferred term is '*Humanitarian Assistance Team*' - *HAT*

SRC (A)   (Uninjured Passenger) Survivor Reception Centre - Typically located airside at local (involved) **airport**

SRC (L)   (Uninjured Passenger) Survivor Reception Centre - Typically located landside e.g. in an hotel

GHA Station ERP Requirements - **Summary** - *Essential* **Plans**, **Procedures**, **Facilities** etc. - *to be in place* (*i.e. all of the below [and more] should be available at your Station / Airport <u>NOW</u>. **If not, make it so!**)

	Essential Requirements	☑
1	**GHA ERP** document for relevant **airline**(s), **airport** and **station** - prepared, current and fit for purpose etc.	
2	All potential **GHA** crisis responders are required to have an **excellent** working knowledge of *own* (GHA's) **ERP**	
3	All **GHA** crisis responders to have full / free 24H access - to local **Airport** (Operator's) **Emergency Plan** (AEP)	
4	All **GHA** crisis responders are to have a **good** working knowledge of the relevant, local **Airport AEP**	
5	All **GHA** crisis responders are to be appropriately **trained**, **exercised** etc. re major crisis response operations	
6	**GHA** staffing resources + associated roster etc. 'system' to be capable of 24H shift manning, if / as required	
7	Documented reports / records maintained & retained for all **GHA** crisis response training, exercising etc.	
8	Adequate/ current (soft + hard copies) **crisis contact**s communication **directories / databases** in place	
9	'Fit for Purpose' **Alerting and Activation** system in place (e.g. as used for crisis notification of **GHA** staff etc.)	
10	Related resources procured / in place /maintained for **GHA's** Local Accident / Incident Control Centre (LA/ICC)	
11	Adequate **Comms** system(s) in place between **GHA** / client **airline HQ** / local **airport EOC** / others etc.	
12	Preparation, storage, maintenance and use of **GHA** Emergency Bags / Boxes / Folders etc. implemented	
13	Rapid capability for **GHA** rep to deploy to accident location e.g. so as to represent **client airline**, **itself** etc.	
14	Rapid capability for **GHA** to deploy an appropriately qualified **aircraft engineer** to accident location, if required	
15	Deploy an appropriate **GHA** person to local **airport's EOC** to represent **client airline** and **itself** - as relevant	
16	Deploy appropriate transport, ground equipment + operators, manpower etc. as required / available	
17	Train / exercise in **client airline's** (and /or **GHA's** own) **'Passenger Manifest Verification'** (PMV) procedure	
18	Check local **airport** *pre*-plans to provide an **airside** reception centre for **uninjured crew** (*separate* from 19)	
19	Check local **airport** *pre*-plans to provide an **airside** reception centre for **uninjured PAX** (*separate* from 18)	
20	Check local **airport** *pre*-plans to provide a **landside** *airport* reception centre for **MGFR**	
21	Check local **airport** *pre*-plans to provides a reuniting 'system / area' for **accident victims** with associated **MGFR**	
22	Provide any / all types of **GHA** support, welfare etc. to centres / persons etc. as per **18**, **19**, **20** & **21** above	
23	Establish a system permitting rapid / reliable identification of *uninjured* survivors	
24	Establish a system permitting rapid / reliable identification, medical status etc. of *injured* survivors	
25	Establish a system permitting rapid / reliable identification of ***fatalities*** and the '***missing***'	
26	Plan for a ***landside*** reception centre (usually a hotel) for **uninjured crew** (separate from 27 & 28)	
27	Plan for a ***landside*** reception centre (usually a hotel) for **uninjured PAX** (separate from 26 & 28)	
28	Plan for a ***landside*** 'Family Assistance Centre' (usually a hotel) for **MGFR** (separate from 26 & 27)	
29	Provide any / all types of **GHA** support, services, welfare etc. to centres / persons re 26, 27 & 28 above	
30	Use **FECs** & **P/VRCs** (or local equivalent forms) for recording / managing **accident victim + FR info / data**	
31	Make suitable arrangements to handle / reconcile cargo, baggage, mail etc. from **accident aircraft**	
32	Make suitable arrangements to receive, accommodate & assist accident airline's **GO Team** - as relevant	
33	**Only** communicate with **media** if so trained and so instructed by the appropriate authority - at **airline HQ**	
34	*Note: Above List is **NOT** Exhaustive*	
	END	

'**FEC**' = **F**amily, Relatives & Friends (including MGFR) **E**nquiry **C**ard (Note 1: By definition 'FR' would ***not*** have been on board 'the' accident flight nor can they be 'Ground Victims (GV'). Note 2: GV = persons 'on the ground' who are killed, injured, traumatised etc. - as a direct consequence of the aircraft accident

'**FR**' = Family, Relatives and Friends (of aircraft accident victims)

'**MGFR**' = '**M**eeters and **G**reeters / **F**amily, **R**elatives and Friends' (of accident victims)

'**P/VRC**' = Passenger / Victim Record Card (such persons ***would*** have been on board accident flight or might be 'ground victims' i.e. those killed, injured etc. ***on the ground*** as a result of an associated aircraft accident)

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CHECKLIST **1** - **First** '*appropriate*' **AVPORT** Person at Station *to become aware of crisis*

Where the '**First Person**' is *also* the '**AVPORT Handling**' (GHA) *senior manager on duty / on call* (or equivalent person e.g. the AVPORT manager assigned to manage the crisis for the 'first shift') - then he / she must *also* complete *Checklist 2* - at the *same* time (i.e. **concurrently**) as completing *this* checklist 1

	Action	☑ ?
1.	**Emergency Services, ATC** etc. - Check latter aware of emergency and confirm details *Insert Emergency Services, ATC etc. telephone contacts etc. here xxxxxxx*	
2.	**GHA Senior Manager** on duty / on call - Notify latter immediately (as appropriate) *Insert all relevant telephone contacts here xxxxxxx*	
3.	**AVPORT's** own (local / internal) Crisis Alerting / Notification plan - Activate immediately *Insert required info here (or cross refer) on how this alerting plan is to be activated*	
4.	**Airline's Operations** (Control Centre) **Duty Manager** (ODM) - at ABCX Airways airline HQ Contact ODM by **telephone** - providing as much of the following info as possible: *Insert **all** ODM telephone & other related contacts info here xxxxxxx* ▪ DATE & TIME OF ACCIDENT (GMT/UTC) ▪ FLIGHT NUMBER ▪ DEPARTURE / DESTINATION STATION(S) / AIRPORT(S) ▪ AIRCRAFT REGISTRATION AND TYPE ▪ LOCATION AND BRIEF DETAILS OF ACCIDENT ▪ CAPTAIN'S NAME + NUMBER OF CREW ONBOARD (Flt Deck + Cabin Crew etc.) ▪ TOTAL NUMBER OF PASSENGERS ON BOARD ▪ DETAILS OF DANGEROUS GOODS CARRIED ▪ EXTENT OF FATALITIES, INJURIES, DAMAGE etc. (if known) * Notify **accident airline's ODM** of **your** full contact details. ** Do not delay sending this message due lack of info (additional updates can [and should] be provided later)	☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐
5.	**Report to GHA office** (as appropriate) ASAP. (Don't let this delay continuing this checklist)	
6.	**Accident / Incident Message** (See Format at Appendix A - at end of checklists) - Complete and send to airline **ODM** without delay. Telephone ODM to confirm receipt	
7.	**Organise** (with accident flight's last departure station / wherever) for collection / securing of following for Passenger Manifest Verification / Reconciliation task (re accident flight): ✓ Ticket Coupons (if any) ✓ Boarding Card Stubs + Gate Reader print outs etc. ✓ E-Ticket Passenger Summaries etc. (Checked-in + Boarded + Flown) ✓ Checked-in + Boarded + Flown (Latest) Passenger Manifests / Lists ✓ Latest General Declaration / Crew List ✓ Last minute changes (LMC) + any Additions & Deletions (ADL) to any of above ✓ Onward (connecting) flight details - as relevant ✓ Anything else of relevance (e.g. API; PNR; Frequent Flyer data, Immigration info etc.)	☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

CHECKLIST 1 - **First** '*appropriate*' **AVPORT** Person at Station - *continued*

8.	Organise (via accident flight's departure station[s] / wherever) for ***accident flight's*** ***Departure*** ***Control*** ***System*** (**DCS**) info - to be 'frozen' (spiked / locked-out / inhibited etc.) i.e. ***access denied*** to all PAX, Load Control data etc. - once adequate copies of associated, preliminary info have been printed and safely stored	
9.	Organise (via accident flight's departure station[s] / wherever) for ***accident flight's*** latest (Flown) Passenger Manifest, Crew List / General Dec, Cargo Manifest, Load-sheet / Loading Message(s), * Dangerous Goods Docs etc. - to be collected and sent (copies) to accident airline's ODM, yourself and any relevant ***up-line*** / ***down-line*** (as applicable) stations. Departure station(s) to telephone ODM, yourself + said up-line / down-line stations (as applicable) to confirm / acknowledge receipt (* *Re **Dangerous Goods** - see note at end of **this** checklist - **NOW***)	
10.	**Local Security Support** - Alert and request appropriate security attendance to safeguard relevant Airline, GHA / other involved property, involved personnel etc. - as appropriate *Insert local Security contacts here xxxxxxx*	
11.	**Airport Electronic Flight Information Display System** (FIDS) - If applicable, contact Airport Operator(s) / whoever - requesting that any airport originated flight information (also on airport internet / via airport call centre etc. as appropriate) concerning Accident Flight is changed so as to read something similar to - *"Contact Airline"* / *"Contact Airport Information Desk"* etc. *Insert relevant Airport (FIDS) etc. contacts here xxxxxxx*	
12.	**Airport PA System** - Ensure that any PA announcements made by the Airport Operator / whoever re the accident flight are worded ***appropriately, correctly and sensitively*** *Insert relevant Airport (PA) contacts here xxxxxxx*	
13.	**Accident Log** - Commence written (hard copy) log of events (See template at Appendix B - at end of checklists). Record all significant actions taken and information received	
14.	**Hotel Rooms** (and / or alternative types of accommodation) - block book an appropriate number of hotel etc. rooms for potential use by: ▪ Uninjured passengers (Location A) ▪ Uninjured crew (Location B) ▪ Family, Relatives & Friends of Accident Victims (Location C) ▪ ABCX Airways GO Team (as required) (Location D) ▪ Third Parties directly supporting the ABCX Airways crisis response (Location D) ▪ ABCX normal layover crew (Location E) (**not** same hotel used for *normal* layovers) ▪ Miscellaneous (TBA) Note - B, D, & E can be the *same* (hotel[s]) - as required / appropriate. Hotels A and C ***must*** be *separate from each other **and also** from hotels B, D & E* Delegate / seek assistance with this task if necessary. (A worst case scenario might require **500 - 700** rooms or more. Room sharing should be anticipated where appropriate / necessary) *Insert relevant Hotel contacts details here xxxxxxx*	

CHECKLIST 1 - **First** '*appropriate*' **AVPORT** Person at Station - *continued*

15.	Where appropriate - ensure (or take action to ensure) that **accident-site**, **passengers** and **crew**, **airline** **property** (including accident aircraft) etc. - **is / are / will be secured, guarded etc.**	
16.	**Delegate** - appropriate tasks above to colleagues / other appropriate persons - as they become available to assist you	
17.	**Remain** **in** **GHA** **Office** - until relieved by senior AVPORT Manager appointed to manage the crisis (first shift). Provide a full and appropriate handover briefing to said person(s)	
18.	**Carry** **out** **Other** **Duties** - when relieved from this checklist duty - as assigned by an **appropriate** manager / supervisor / team leader etc.	
19.	**Anything** **else** as directed and / or as required by actual circumstances 'on the day'	
	End	

* **Note**: *If Dangerous Goods **had** been carried on board the accident aircraft, the additional info below is to be obtained and forwarded to the appropriate, associated emergency services (wherever in the world that might be) **as a high priority**:

- Proper shipping names
- UN Number
- Class
- Compatibility group for class 1 goods
- Subsidiary risk
- Quantity
- Location on board aircraft
- Brief, plain language description of Dangerous Goods
- More definitive information on any radioactive material carried

The appropriate government authority / authorities (e.g. in 'State of Occurrence') responsible for Dangerous Goods must *also* be so advised of same without delay (ICAO requirement)

CHECKLIST **2** - *AVPORT Handling - Senior Manager on duty / on call* or equivalent person

Where the *AVPORT Senior Manager on duty / on call* (or equivalent person e.g. the AVPORT manager assigned to manage the crisis for the first shift) is <u>*also*</u> the '*First Person*' to become aware of the crisis - then he /she must *also* complete *Checklist 1* at the <u>*same*</u> time (i.e. **concurrently**) as completing <u>*this*</u> checklist *2*

	Action	☑ ?
1.	**AVPORT's <u>own</u>** (local) <u>internal Crisis Alerting / Notification / Callout plan</u> - Activate immediately (if not already done by 'First Person') *Insert appropriate information here (or cross refer) on how this alerting plan is to be activated*	
2.	<u>**ABCX Airways local City / Town Office**</u> (**if any**) - Notify & double-check that local Crisis Alerting & Activation Plan will be implemented by said local city / town office staff *Insert airline's local City / Town Office contacts here xxxxxxx* Note - *If* there is a local <u>*airline*</u> City / Town office, then the person in charge (typically an ABCX Airways **commercial** manager) might possibly have been trained by the airline to deal with crisis communications i.e. dealing with the media. If not, this role may temporarily fall to **you** (*AVPORT*) locally - in which case *take instruction / guidance on how to deal with the media* from the Crisis Communications Centre at ABCX Airways airline HQ (insert appropriate contact details here ……………………………………………) *WARNING* - Do **not** interact with media in any way without such guidance. *See also checklist* **18**	
3.	<u>**LACC**</u> - Open up your (AVPORT) LACC - activating / co-ordinating all emergency responses from here for the duration of the crisis - on behalf of *ABCX Airways* *Insert LACC Location & Contacts here xxxxxxx* Note - **LACC** should provide *local* Command, Control, Co-ordination, Communications; welfare (accident victims [incl. crew], Family, Relatives & Friends, own staff etc.); log-keeping, resources / logistics provision; administration and ICT / telecomms support functions etc. - *on behalf of accident airline* (list is *far* from being exhaustive)	
4.	<u>**AVPORT Crash Site Team**</u> (CST) - Assemble and brief your CST and review their checklist duties (see Checklists **3** and **4**) with them. Decide on how best to use the CST in the given situation e.g. deploy to accident site immediately if permitted so to do	
5.	<u>**XIA Airport Operator's E**</u>mergency **O**perations **C**entre (EOC) Deploy an appropriately senior / experienced *AVPORT* person (but generally **not** the AVPORT manager [i.e. not you] leading the crisis response on behalf of the client airline) to XIA Airport's **EOC** (see also Checklist **14**) *Insert Airport's EOC Location & Contacts here xxxxxxx* REMINDER - Airline Rep's / GHA's **LACC** and the Airport's **EOC** …………… are *different* facilities at *different* locations with *different* functions i.e. **THEY ARE <u>NOT</u> THE SAME FACILITY**	

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CHECKLIST 2 - *AVPORT Senior Manager* (managing the crisis) - *continued*

6.	<u>LACC Accident Log</u> - Assign a person to maintain / continue maintaining the LACC log - and / or complete it yourself (see log *template, App B, at end of this checklists section*). (Reminder - log should have already been started by 'First Person'?)	
7.	<u>As soon as possible after the initial alarm</u> (*within 30 minutes if possible*) **telephone** the ***Operations Duty Manager*** (ODM) at airline HQ with a verbal update of the situation. (At this early stage, all comms to airline HQ will typically be via / to the ODM until the airline HQ Crisis Management Centre (CMC) opens - [i.e. for anywhere from 30 minutes to several hours - or even longer in extremis]). Insert all relevant, airline ODM contact details here xxxxxxx	
8.	<u>Accident Flight's Crew List</u> (General Declaration) - Request list of crew names from ODM. Verify with ODM any additions / deletions to list - *e.g. perhaps as known only at the departure station(s)* - such as last minute crew sickness / ramp crew changes etc.	
9.	**Action Tasks** - Based on local procedures, info received etc. - activate / assign / delegate / review / oversee the following tasks - as appropriate:	

9 (continued):

✓	Deploy Crash Site Team to accident site *(If not already done. Consider passes & permits; documents to take [Passenger Manifest, Crew List, *Dangerous Goods documents etc.]; specialist equipment; emergency bags or boxes; comms equipment; route and transport [via Rendezvous Point {RVP} & with escort to accident site? etc.] - see Checklists 3 and 4)* (* Re Dangerous Goods - see note at end of *this* checklist - **NOW** - and then return here)	☐
✓	Arrange for appropriate transport, equipment, manpower etc. to be deployed to any 'Equipment Assembly Point / Staging Area / RVP' e.g. buses, aircraft steps, ground power, tugs, portable lighting etc.	☐
✓	Arrange for uninjured passenger & crew (separate) transportation from the accident site to the airside SRC (A) and CRC (A) respectively	☐
✓	***Passenger Manifest Verification*** - see Checklist **9 NOW** - and start the PMV task (but **ONLY** if yours is a departure [up-line] station[s] of the accident flight **OR** if so directed)	☐
✓	Deploy GHA / other Reps to Airport Information Desk(s) as appropriate? Checklist **5**	☐
✓	Activation / Manning of CRC (A) + verify crew location & condition? Checklist **6**	☐
✓	Activation / Manning of SRC (A) + verify PAX location & condition? Checklist **7**	☐
✓	Activation / Manning of FRRC + check on MGFR 'collection' process. Checklist **8**	☐
✓	Activation / Manning of Hospital & Mortuary Team(s) - Checklists **10A** and **10B**	☐
✓	Eventual Alerting & Activation / Manning of CRC (L), SRC (L) & FAC **hotels and / or alternative accommodation** - Checklists **11**, **12** and **13**	☐

> *Note 1* - All persons assigned to above tasks should have mobile phones and / or radios for comms (with batteries fully charged + spares available) + the relevant checklists, crisis contact directory, P/VRCs + FECs (or local equivalent forms), other appropriate documents, protective and / or high visibility clothing, equipment etc. (Much of above should be issued as part of / accompanying the appropriate / relevant, pre-prepared **Emergency Bags / Boxes** - together with PAX Manifest copies, Crew List copies, Dangerous Goods info etc. - as appropriate to deployed location[s]). *Note 2* - for info re 're-uniting' of accident victims with family, relatives and friends - see appropriate sections of following checklists

GHA ERP Guideline / Reviewed - January 2024

CHECKLIST 2 - *AVPORT Senior Manager* (managing the crisis) - *continued*

10.	*Note - this item 10 is typically (but not always) only applicable to the departure (upline) station(s) of the accident flight. Delegate this task as appropriate and as applicable*	
	Start PAX Manifest Verification (*PMV - see checklist 9*) task. As task progresses, regularly liaise with Emergency Call Centre (ECC) desk at / via airline HQ CMC - advising which names (as task progresses) remain unverified OR are unable to be verified etc. Continue until PMV task is completed	
	Insert all CMC (ECC) desk contact info (at airline HQ) here. Note 1 - if CMC not yet activated, contact airline OCC (ODM) instead. Note 2 - Where necessary / in extremis continue with this checklist whilst concurrently (at the same time) completing the PMV task as per checklist 9	
11.	**24 Hour** / **7 Day Roster** - plan with your deputy / whoever to create a provisional 24 / 7 local roster to cover both normal and emergency ops (12 hour shifts min) as required	
12.	*Reminder* - Pass (& continue to pass / update) to airline HQ ODM and / or CMC - all relevant info (as received at your LACC) from local crisis action sites (e.g. from accident site, SRC (A), CRC (A), FRRC, Reuniting Area, Airport Operator EOC, hospitals, mortuaries etc.) - to include completed P/VRCs & FECs (or local equivalent forms) + related paperwork etc.	
13.	*Reminder* - Communicate updated info *locally* (& keep so doing) - i.e. to other **AVPORT** staff, accident **airline's city / town office**, **airport's emergency operations centre** etc. - as appropriate	
14.	Where uninjured victims (PAX & crew) at airside (airport) reception centres are known / suspected of *not* having access to their passports / travel docs, baggage etc. - *liaise as required* with CIQ, embassies, consulates etc. - to make appropriate arrangements for 'landing' said victims (i.e. 'releasing' them landside / into the country), collect their baggage (if possible) etc. - with minimum 'red tape' / bureaucracy etc.	
	(Note 1. 'CIQ' = 'Customs, Immigration & Quarantine) Note 2. ICAO Ann 9, Ch 8 requires that all United Nations Countries / States facilitate (make easy) the above requirements)	
15.	When public contact info etc. for the accident *airline's* Emergency (telephone) Call Centre (ECC) has been provided to *you* / *GHA* (by e.g. airline HQ) - *distribute* (as instructed) same *locally* via all appropriate forms of media. Also provide to other interested parties e.g. airport operator; government agencies; local emergency services; local FR etc.	
	Note 1 - *Airline's* **City / Town office** (if there is one!) might undertake the above task - if appropriate and as directed by airline HQ	
	Note 2 - This checklist item 15 assumes that the accident *airline* already has its own ECC (either directly or sub-contracted) and that no other ECC equivalent(s) exists *locally* i.e. at / near to your station / airport e.g. as possibly operated by airport operator, local Police etc. However, note that operation of 2 or more independent emergency call centres responding to the same crisis is a real possibility. *Whilst such situation is undesirable* - it 'happens'. Careful co-ordination, liaison, info sharing etc. between **ALL** such call centres is obviously essential. Note, however, that this is typically an airline HQ 'problem' (i.e. not for the local Station)	

CHECKLIST 2 - *AVPORT Senior Manager* (managing the crisis) - *continued*

16.	*Alert* / *activate any local company doctor*(s). Also check that *airline HQ* has activated any contracted 'medical assistance' company e.g. International SOS / Medaire etc.	
17.	*Advise* / *notify appropriate* (local) *embassies and* / *or consulates* - as required	
18.	*Arrange with Customs for any unloading + secure storage of cargo*, *baggage* & *mail* + reuniting of passengers & crew with their baggage (as appropriate)	
19.	*Make preparations for eventual arrival of* ABCX Airways 'GO Team' and any other 'external' agencies (e.g. air accident investigators) Liaise with airline HQ CMC regarding the need for entry visas, airport security clearances, local authority permissions etc. Customs clearances will also be required for airline GO Kits and similar. Such preparation to include all appropriate types of logistics and related matters necessary e.g. transportation, communications, accommodation (office & sleeping), sustenance, security, health & safety, translation services, access to funds etc. Also plan to provide 'experienced' liaison staff to meet, escort & facilitate GO Team on arrival and thereafter (Note - ICAO Annex 9, Chapter 8 requires that all 'States' (countries) facilitate (make easy) this / the above procedure - see App **K** to **this** guideline document for more information)	
20.	*After arrival of airline GO Team* - assign liaison person(s) to GO Team and distribute pre-prepared / associated 'info packs'. Work closely with GO Team to continue managing all aspects of the crisis in the most effective and efficient ways possible	
21.	*Maintain 'normal operations'* - where possible and if appropriate	
22	*Anything else* as directed and / or as required by actual circumstances 'on the day'	
End		

Note: *If Dangerous Goods had* been carried on board the accident aircraft, the additional info below is to be obtained and forwarded to the appropriate, associated emergency services (wherever in the world that might be) **as a high priority**:

- Proper shipping names
- UN Number
- Class
- Compatibility group for class 1 goods
- Subsidiary risk
- Location on board aircraft with quantities
- Brief, plain language description of Dangerous Goods
- More definitive information on any radioactive material carried

The appropriate government authority / authorities (e.g. in 'State of Occurrence') responsible for Dangerous Goods must *also* be so advised of same without delay (ICAO requirement)

Reminder - an airline '*Station*' can typically be operated entirely by its own (directly employed) *airline* staff; by a directly employed *airline* Station Manager and *airline representative* (GHA) staff acting together - or by *airline representative* (GHA) staff **only**. Whichever combination is used, it is the responsibility of the senior airline employee or senior airline rep (GHA) person - to ensure that allocation of staff resources is such that checklists 1 and 2 above (plus any of the following as appropriate) are capable of being completed effectively, efficiently and expeditiously - during actual airline (aircraft) ops - at the Station(s) (Airport[s]) involved

CHECKLIST **3** - **CRASH SITE TEAM** - *Aircraft Engineer Rep* i.e. *Station / Duty Aircraft Engineer / equivalent person* - *as available*. (Forms **one part** of the **2 person** airline rep's '*crash site team - CST*' - when joined by the [AVPORT provided] 'Airports / Traffic / Ramp' Rep [see checklist **4** for more on latter])

	Action	☑ ?
1.	**_Station_** Aircraft **_Maintenance_** / **_Engineering_** **_Staff_** (if any). 1) Acts as aircraft engineering '**_Crash Site Team_**' - CST rep. 2) Ensures local ENG office is manned (if available and manpower permitting) and establishes / maintains contact with **_airline HQ CMC_** - via **_AVPORT LACC_**. (Insert all appropriate / related contact info here: xxxxxxx)	
2.	_Crash Site Team_ - **_Aircraft ENG_** CST rep to team up with equivalent **_AVPORT_** CST rep – and then proceed together to accident site (via AVPORT LACC for briefing - as required) Take passes & permits; Emergency Bags / Boxes; crisis contacts telephone directories; checklists; other required documentation (e.g. crew & PAX lists; dangerous goods info etc.); comms equipment; associated aircraft 'cut here' diagrams; protective clothing; tool kit; sample bottles; torch etc. (Note: Obtain clearance & escort [e.g. from airport security / ops / ramp etc.] before deploying to accident site. Route will usually be via a designated Rendezvous Point [RVP] and / or Staging Area. Attach all appropriate / related contact information, maps required etc. here: xxxxxxx)	
3.	On arrival at Accident Site - Report to person in charge (find out beforehand how this latter person is identifiable and insert details here) and then establish direct communications with local aircraft ENG office and / or AVPORT LACC	
4.	Carry Out Prime Objectives: **NB: If appropriate / possible** (Under direction of accident investigator in charge / similar authority [if present] and if circumstances / time / *safety* [*including your own*] 'on the day' so permit) ✓ Preserve life / make aircraft safe / assist Emergency Services e.g. shut off / down electrical power and engines; pull appropriate circuit breakers etc. ✓ Preserve data, documents + technical / visual (e.g. photographic) evidence - including collection of oil & fuel samples, locating / removing Flight Data Recorder(s) / Cockpit Voice Recorder(s) / Quick Access Recorders, in-flight TV recordings etc. ✓ Preserve and secure Aircraft / Wreckage / Contents to greatest extent possible Also liaise (with whoever) for **source** samples to be taken / safeguarded re any fuel uplifts loaded onto accident aircraft at the Station itself and / or for the **previous** 3 flights / sectors	
5.	ENG log - Maintain written record of events. (See Template at app B at end of checklists)	
6.	Situation Reports - Pass regularly to ENG office / AVPORT LACC by any means available	
7.	Aircraft / Wreckage - *Removal / Recovery / Salvage* - Make initial assessment of what is required in the way of engineering + other personnel plus equipment resources - and pass to AVPORT LACC for onward transmission to airline HQ CMC	
8.	24 /7 ENG Roster - Create to cover both Emergency + 'normal business' Engineering ops	
9.	Air Accident Investigation Team - Assist latter (aircraft engineering-wise) as required	
10.	Anything else as directed and / or as required by actual circumstances 'on the day'	
	End	

CHECKLIST 4 - **CRASH SITE TEAM** - **GHA Traffic / Ramp Rep** as provided by *AVPORT* / other appropriate Airline Representative. (Forms one part of the 2 person airline representative's '**crash site team / CST**' - when joined by the 'Aircraft / Engineering Rep' [see checklist 3])

	Action	☑ ?
1.	**Briefing** - Report to **AVPORT** LACC for briefing and meet-up with your CST 'Aircraft Engineer' partner (as available) - *(Insert all appropriate / related contact info here: xxxxxxx)*	
2.	**Proceed together to Accident Site** (Note: Obtain clearance + escort [e.g. from airport security / ops / ramp / ATC etc.] before deploying to accident site. Route will usually be via a designated Rendezvous Point [RVP] and / or Staging Area) ▪ Take passes / permits, checklist, crisis contacts directory, copies of Passenger Manifest, Gen-Dec / Crew List, Dangerous Goods docs, P/VRCs & FECs (or local equivalent forms), comms equipment + spare (fully charged) batteries, pens, paper, clipboard, torch, protective / hi-visibility clothing etc. ▪ Take Airports CST emergency bag / box - (should already contain much of the above) ▪ On arrival at Accident Site - Report to person in overall local charge (find out how this person is identifiable beforehand & insert info here xxxxxxx) and offer all assistance and liaison *on behalf of* (i.e. as representing) *the accident airline* ▪ Deliver passenger manifest, crew list, dangerous goods etc. documents to person in charge (Also advise estimated fuel on board accident aircraft - if / as known) *Insert Airport / Security / Police / RVP contact (+ RVP etc. locations) details here xxxxxxx*	☐ ☐ ☐ ☐
3.	Establish direct comms with *AVPORT LACC* & provide *regular* situation reports / updates	
4.	Check (with LACC) that Ground equipment (e.g. steps, ground power, tug & tow-bar etc.) and transportation (e.g. buses) are being deployed - as requested / required	
5.	Locate *Uninjured* Crew - and (when their immediate emergency duties are complete) arrange (via LACC) for them to be transported ASAP to airport's *CRC (A)* / equivalent facility. (Such uninjured crew should be transported *separately* from uninjured passengers, if possible)	
6.	If relevant, try to ascertain location (crash site, hospital, mortuary, not known) and status (dead, injured, missing / not known) of remaining crew	
7.	Locate *Uninjured* Passengers and arrange (via LACC) for them to be transported ASAP to airport's *SRC (A)* / equivalent facility. (Note 1 - Such uninjured passengers should be transported *separately* from uninjured crew if possible. Note 2 - CRC (A) & SRC (A) should be located in *separate* locations - if possible)	
8.	If relevant, try to ascertain location (crash site, hospital, mortuary, not known) and status (dead, injured, missing / not known) of remaining passengers	
9.	Maintain a log of events - either written and / or by use of a long recording electronic device. In particular, keep the most accurate account possible of the disposal of victims from the site e.g. How many? Condition? When, how, where transported to? etc. (Especially if to hospitals and / or mortuaries. Note particularly details of any uninjured survivors accompanying the injured in ambulances / ambulance helicopters - and the dead in hearses etc.	
10.	Anything else as directed and / or as required by actual circumstances 'on the day'	
	End	

CHECKLIST 5 - **Airport Information Desk**(s) - *located landside at appropriate Airport Terminal[s]*

This checklist is for action by **AVPORT** GHA staff (and / or other appropriate Airline Rep staff) deploying to the Airport Info Desk[s] and equivalent etc. - during a major aircraft accident type response, at or near to XIA Airport

Note - at some airports, it is possible that the Airport Information Desk (if there is one?) might also be used as both the 'MGFR collection point' and / or as a '*very* basic' FRRC. If so, also see / refer to Checklist **8**

Action	☑ ?
1. <u>Briefing</u> - Report to **AVPORT** LACC for briefing *Insert LACC location & contacts here xxxxxxx*	
2. <u>Proceed to nominated</u> / <u>briefed Airport Information Desk</u> - Take passes / permits, checklist, crisis contacts telephone directory, copies of Passenger Manifest, Crew List, FECS (or local equivalent form), comms equipment (telephone, radio etc. + spare batteries / charging equipment), pens and paper etc. * Most of these items (and more) should already be in the pre-prepared 'Airport Information Desk' Emergency Bag / Box *Location / Contacts - Airport Information Desk xxxxxxx* * Except for PAX Manifest, Crew List etc. - which will obviously not be available until the day of the crisis	
3. <u>Establish direct communication with</u> AVPORT <u>LACC</u> and provide *regular* info updates	
4. <u>Render all assistance</u> to Airport Operator / Airline / <u>similar staff</u> (who may be manning / operating the info desk with you) and to any members of the public etc. assembling at this location. In particular, redirect (and / or arrange for escort) enquirers (i.e. *potential* MGFR having an apparently genuine, personal relationship / interest in someone who was potentially on board the accident flight) to the FRRC and / or any other MGFR collection point	
5. <u>Maintain a written record (log) of events</u> (See template at appendix B to these checklists)	
6. <u>Anything else</u> as directed and / or as required by actual circumstances 'on the day'	
End	

If the airport does *not* have an Airport Information Desk(s), suitable / alternative arrangements should have been put in place by the **Airport** Operator for segregating genuine MGFR (at the airport) from other (not involved) persons - and then moving them (MGFR) to the FRRC / equivalent facility, without delay

If the latter has not been implemented - then it will be necessary to lobby with the local Airport Operator accordingly (e.g. via local Airline Operators' Committee [AOC]) - for this matter to be addressed satisfactorily (*and as a matter of urgency*)

CHECKLIST 6 - (Uninjured Survivor) **CREW Reception Centre** - **Airside** - **CRC (A)**

This checklist is for action by **AVPORT** [and / or other appropriate Airline Rep staff] deploying in support of the **CRC** (**A**) - during a major aircraft accident type response at / near to (and involving) XIA Airport

	Action	☑ ?
1.	<u>Briefing</u> - Report to **AVPORT** LACC for briefing (Insert LACC location & contacts here xxxxxxx)	
2.	<u>Maintain written record</u> (log) <u>of events</u> (See template at appendix B to these checklists)	
3.	<u>Deploy</u> to **CRC** (**A**) - Report to person in charge (How is latter identifiable? Insert details here xxxxxxx). Act as senior *airline rep.* present	
	▪ Take passes / permits (incl. the required *airside* passes / permits), comms equipment + CRC (A) <u>*Emergency Bag / Box*</u> *	☐
	▪ Ensure copies of latest <u>*CREW*</u> List + sufficient P / VRCs (or equivalent local forms) + ** **SRC (A)** info cards have been included in the emergency bag / box	☐
	* *Note 1* - Take CRC (A) *and* CRC (L) **Emergency Bags / Boxes** with you - as you are likely to eventually *re-deploy* with the uninjured crew survivors from the *airside* **CRC** (**A**) to the *landside* **CRC** (**L**) hotel / wherever. ** *Note 2* - The *same* <u>SRC (A)</u> info cards are used at SRC (A) *and* CRC (A)	
	Insert Location / Contacts for CRC (A) *here*	
4.	<u>Establish direct communication</u> with <u>LACC</u> - Provide *regular* situation reports / updates	
5.	<u>**Uninjured** Crew</u> - Receive / identify latter. Provide humanitarian, welfare, *minor* first aid etc. assistance as required (e.g. info, refreshments etc. [no alcohol]). **Missing Crew** - Find out (e.g. from uninjured crew present) the whereabouts / status of any missing crew members. <u>**Statements**</u> - Remind crew not to make statements / comment without airline CMC clearance (unless appropriate, authorised authorities require such statements [e.g. Police; air accident investigation agency etc.]). <u>**Medical Examination** / **Interviews**</u> etc. (e.g. for latter with Police, air accident investigators etc.) might be required for flight-crew (see checklist item **7** below and try to arrange associated legal assistance, as appropriate)	
6.	<u>Passenger</u> / <u>Victim Record Card</u> (P/VRC) - Complete a P / VRC form (or local equivalent) for each *crew* member present. Forward to **LACC** ASAP (for onward transmission [copies] to *airline HQ CMC*). Also provide P / VRC *copies* to e.g. police, airport operator, local authorities etc. (**NB**: P / VRC form is used for <u>*both*</u> PAX & crew) (**NB**: Keep xx copies for own use)	
7.	<u>Religious</u> / <u>Counselling</u> / <u>Welfare</u> / <u>Legal</u> / <u>Medical</u> etc. <u>Services</u> - Provide/ arrange as required / available (assisted by e.g. LACC / Airport Operator / Parent Airline / Whoever etc.)	
8.	Ask uninjured crew to <u>inform you ASAP of any contacts they make</u> / <u>take</u> (e.g. with MGFR; other family etc.) *themselves* (e.g. by use of any personal / CRC (A) provided comms devices)	
9.	When so cleared, arrange (via LACC / whoever) to transport uninjured crew to **CRC** (**L**) *Hotel*. **Accompany uninjured crew**. (Crew to remove all overt signs of uniform / change into 'civilian' clothes - if possible. Use a 'discrete' exit / departure route from airport - as available. If accident occurred at / close to crew's home base, advise crew that it is *inadvisable* to 'go home' at this point in time for various, valid reasons. Take advice from **LACC** as required. Associated, *local* FR (of crew) can be brought to the local CRC (L) facility where necessary / as required	
10.	Proceed to **CRC (L)** Hotel / Facility. Brief / utilise any other responders *already* pre-positioned there. Monitor welfare of uninjured crew, ensuring that they are not unduly disturbed and receive proper rest, refreshment, security, info + humanitarian assistance / welfare - until eventual arrival of the ABCX Airways *GO Team* (See Checklist **11**)	
	End	

CHECKLIST 7 - (Uninjured Survivor) **PASSENGER** Reception Centre - Airside - **SRC (A)**

This checklist is for action by **AVPORT** (and / or other appropriate Airline Representative staff) deploying in support of the **SRC (A)** - during a major aircraft accident type response at / near to (and involving) **XIA Airport**

	Action	☑ ?
1.	<u>Briefing</u> - Report to **AVPORT** LACC for briefing (Insert LACC location & contacts here xxxxxxx)	
2.	<u>Maintain written record</u> (log) <u>of events</u> (See template at appendix B to these checklists)	
3.	<u>Deploy</u> to **SRC** (A) - Report to person in charge (How is latter identifiable? Insert details here xxxxxxx). Act as *senior airline rep*. present	
	▪ Take passes / permits (especially the required *airside* passes / permits), comms equipment etc. + SRC (A) *Emergency Bag / Box* *	☐
	▪ Ensure copies of latest *PAX* List + sufficient P / VRCs (or equivalent local forms) + ** SRC (A) **info cards** have been included in the emergency bag	☐
	(* <u>Note 1</u> - When deploying to SRC (A) take *both* SRC [A] **and** SRC [L] **Emergency Bags / Boxes** with you, as you are likely to eventually *re-deploy* with the *uninjured (passenger) survivors* from the airport *airside* **SRC (A)** - to the *landside* / possibly *off-airport* **SRC (L)** [hotel / wherever]). ** <u>Note 2</u> - The *same* SRC (A) info cards are used at *both* **SRC (A)** and **CRC (A)**) *Insert Location / Contacts for* **SRC (A)** *here*	
4.	<u>Establish direct communication</u> with <u>LACC</u> - Provide *regular* situation reports / updates	
5.	*** <u>Ensure an appropriate 'system' is already in place</u> at SRC (A) (i.e. *before* uninjured PAX arrive) for <u>segregating</u> unprocessed, uninjured passengers - from those so processed	
6.	<u>Uninjured PAX arriving</u> at <u>SRC</u> (<u>A</u>) - Receive PAX & distribute 'SRC (A) Info Cards'. Provide all / any humanitarian & welfare etc. aid required / available e.g. access to comms, refreshments, emergency supplies of e.g. blankets, towels, clothing, footwear, airline amenity kits, baby food / diapers etc. Provide for *minor* **first aid** if necessary / available	
7.	<u>Identification of Uninjured Passengers</u> at <u>SRC</u> (<u>A</u>) - Using *latest* **PAX list** available - identify *each* uninjured passenger present and tick off the associated name on said list (thus identifying each such passenger as an *'uninjured survivor currently located at the SRC [A]'*) **** Once completed (i.e. *all* uninjured passengers present in SRC [A] accounted for) send completed list (make xx copies for own use first) ASAP to **LACC** (to be copied in turn to *CMC* at *airline* HQ). Also provide copies to airport police, immigration, airport operator etc.	
8.	<u>Passenger</u> / <u>victim record card</u> (P / VRC) - Complete one P / VRC (or local equivalent form) for **each** uninjured passenger present at SRC (A) (regardless e.g. of family groups etc.) **** Forward completed P / VRCs (make xx copies for own use first) ASAP to **LACC** (copies to be sent on (ASAP) in turn to **CMC** at airline HQ). Also provide copies to e.g. airport police, immigration, airport operator etc. - as appropriate	

*** Such a 'system' should identify & separate those 'processed' in the **SRC (A)** - from those still waiting to be so processed e.g. use of wrist bands; stickers; badges; physical separation (e.g. barriers; different rooms) etc.

**** To improve effectiveness, efficiency & expediency here, forward to LACC the current list of completed (ticked) names on the **PAX list** (as per checklist item *7 above*) e.g. around every 15 minutes - until all uninjured PAX present in the SRC (A) are accounted for. Likewise for checklist item *8 above* <u>but</u> now concerning completed *P / VRCs*

CHECKLIST NUMBER 7 - SRC (A) - *continued*

9.	Ask *uninjured* passengers present if they know the <u>whereabouts</u> and <u>status</u> of any <u>other passengers</u> (as might be known to them) - ***BUT*** who are not yet present at the SRC (A)	
10.	Ask *uninjured* passengers present to <u>inform you ASAP of any contacts they might make</u> / <u>take</u> (e.g. with MGFR; other family etc.) **themselves** (e.g. by use of any personal / SRC (A) provided comms devices etc.)	
11.	<u>Keep Uninjured Passengers advised</u> of arrangements being made for them (e.g. Eventual transportation to **SRC (L)** hotel / facility - ***OR*** to local homes - ***OR*** that airline will be arranging for onwards / return flights etc. Also explain that every effort will be made to ***match*** and ***reunite*** them with e.g. their associated MGFR and / or any missing travelling companions etc. - as soon as possible [as appropriate]. Remember that uninjured survivors with mobile / smart phones etc. might well have already contacted their MGFR [and others]. In such circumstances, associated *physical reuniting at the earliest possible opportunity should be a priority*)	
12.	<u>Religious</u> / <u>Counselling</u> / <u>Welfare</u> / <u>Legal</u> / <u>Medical</u> etc. Services - Provide as required / available (with assistance of LACC / Airport Operator / Parent Airline / Local Authorities etc.)	
13.	<u>Immediate Airport Reunions</u> - Assist (in association with 'appropriate' authorities / whoever) with any ***immediate airport*** reunions possible (i.e. between uninjured survivors present and associated family, relatives and friends etc. [including any travelling companions, MGFR etc.])	
14.	When cleared so to do, arrange (via LACC / Airport Operator / whoever) to transport and escort appropriate, uninjured passengers to the (typically) off-airport SRC (L) facility Note 1 - in certain circumstances *uninjured* passengers may prefer (instead of going to SRC [L]) to e.g. *go directly to their local homes*; *complete their original journey*; *return to airport of origin* etc. - if applicable / as appropriate etc. The involved airline(s) / airline rep(s) etc. should typically assist with said options, if appropriate / possible etc. However, before so doing, a P / VRC should have been completed for all such uninjured PAX; reliable, onward contact info obtained etc. Note 2 - uninjured passengers might be required (e.g. by the Airport and / or local Health Authorities etc.) to undergo a quick 'vital signs' type medical check prior to release from SRC (A). Persons refusing might be required to complete a suitable indemnity form	
15.	***** <u>SRC (L)</u> - On arrival at SRC (L) hotel / equivalent facility - meet and brief any other staff / responders (if any) ***already pre***-positioned there. Continue to monitor welfare of uninjured passengers present, ensuring that they are ****** not unduly disturbed and receive proper rest, refreshment, security, humanitarian, financial and other welfare support - until eventual arrival of the **ABCX Airways GO Team** (as appropriate). (See Checklist **12**)	
16.	Double-check (with **LACC**) that <u>all</u> completed P / VRCs (or copies thereof) have been sent on / forwarded to accident airline's **HQ CMC**	
	End	

***** Note: Uninjured PAX typically go to *SRC (L)* at own discretion and can leave at any time. Should they so leave, ensure that appropriate and accurate contact info, itinerary etc. has firstly been obtained

****** Especially by the media - unless they (uninjured passenger[s]) clearly wish otherwise

CHECKLIST 8 - **F**amily, **R**elatives and Friends **R**eception **C**entre (FRRC) - at Accident (related) **Airport**

This checklist is for action by **AVPORT** (and / or other appropriate Airline [**ABCX Airways**] Rep staff) deployed in support of the **FRRC** - during a major (ABCX Airways) aircraft accident type response at / near to **XIA Airport**

	Action	☑ ?
1.	Briefing - Report to LACC for briefing (Insert LACC location & contacts here xxxxxxx)	
2.	Written Log - Maintain log of events (See template at appendix B to these checklists)	
3.	▪ Deploy to **FRRC** (typically located in a suitable, _landside_ facility within / **very** near to the involved airport e.g. a suitably sized, equipped **airport** restaurant etc. from which 'customers' will have been 'politely removed' [with appropriate compensation provided!])	☐
	▪ Take passes / permits, comms equipment etc. + FRRC _Emergency Bag / Box_ *	☐
	▪ Ensure copies of latest Passenger List; Crew List and sufficient 'Family, Relatives & Friends _Enquiry_ Cards - **FEC**' + FRRC '_Information_ cards' (or equivalent local forms) - have been included in the emergency bag	☐
	▪ Report to person in charge of FRRC (How is latter identifiable? Insert details here xxxxxx)	☐
	▪ Act as **senior airline rep**. present at FRRC	☐
	* Note - When deploying to FRRC take **both** the **FRRC and FAC / HAC** Emergency Bags / **Boxes** with you, as you are likely to eventually need to **re-deploy with** the **MGFR -** from the airport landside **FRRC** - to the **off-airport, landside FAC / HAC** [hotel / wherever])	
	Insert Location / Contacts for **FRRC** _here_	
4.	Establish direct communication with **LACC** & provide **regular** situation reports / updates	
5.	Airport Public Address (PA) System Announcements - If not already done, arrange for **airport** PA announcements to be made, requesting **potentially involved MGFR** (located / arriving at the airport) to proceed to the designated 'Airport Information Desk' and / or to 'wherever'. The announcement should be appropriately worded, brief and sensitive e.g. _"Persons waiting for the_ (insert scheduled **local** time of arrival) _arrival of flight_ **xxxx** (insert flight number) _from_ (insert name of flight's **last** departure airport)................ _should proceed to_ **yyyy** (insert details / location of designated airport info desk etc.) _for further information"_ _Insert Contacts for Airport_ **PA Controller** _here_ xxxxxxx	
6.	Ensure appropriate 'system' in place at FRRC (i.e. **before** MGFR start arriving) for segregating unprocessed MGFR from those that **have** already been so processed.	
7.	MGFR arriving at FRRC - Receive MGFR. Distribute '**FRRC Info. Cards**'. Ensure MGFR are as well looked after as is practicable / possible in the circumstances (e.g. provide refreshments; account for requirements of any children / infants; facilitate access to comms facilities, washrooms etc. as available etc.). Note - Arrange for removal (via Police / Security etc.) from FRRC of anyone who should **not** be there e.g. non-involved MGFR; the Media etc.	
8.	Brief MGFR re accident situation so far (but only to the extent so authorised by those 'in charge') **and advise that updates will be provided as and when available** (See also **this** checklist, item **10 NOW** .... and then continue with checklist item **9**)	

9.	<u>Family</u>, <u>Relatives</u> & <u>Friends</u> <u>Enquiry Card</u> (**FEC**) - Complete *1* FEC (or equivalent local form) <u>*only*</u> with *each* enquiring *single* <u>person</u> MGFR *OR each single* <u>group</u> of 'connected' MGFR Note 1 - Where a 'connected' MGFR **group** (e.g. from a single family) are involved, **only 1 'nominated' person from that group** should 'formally' provide the required FEC info Note 2 - When a MGFR / MGFR group provides info for ***more than one*** (potentially associated *victim*) [e.g. a family group or tour party or sports team etc. travelling together]), then ***separate FECs*** must be completed for *each* potential person in *each* such group / party / team etc. Note 3 - Arrange for rapid delivery of completed ***FECs*** (e.g. in batches of around 20) to *LACC*, for local processing + copy forwarding to ***CMC*** at ***airline HQ***. Also provide a copy to each of e.g. ***local airport operator***, ***police***, ***immigration***, ***customs*** etc. Keep ***yy*** copies for LACC etc. purposes	

The above system' (checklist item **9**) should be planned, executed etc. such that it effectively identifies / separates ***those already 'processed'*** in the **FRRC** - ***from those still waiting to be so processed*** e.g. by use of identifying wrist bands; stickers; badges; physical separation (such as use of barriers; different rooms) etc.

10.	Ask MGFR to <u>inform you immediately of any contacts they might make</u> / <u>take</u> (e.g. with associated accident victims) ***themselves*** (e.g. by use of any personal / FRRC provided comms devices etc.)	
11.	<u>Release of sensitive info to MGFR</u> - Liaise with LACC, police, local authorities, faith reps, whoever - re the release of info to MGFR - re *status* and *location* of *associated* accident victims. (**Special procedures** should be in place re advising MGFR [next of kin; closest relative etc.] of **fatalities**, e.g. via local Police, Medical Examiner, Faith representative etc.)	
12.	<u>Religious</u> / <u>Counselling</u> / <u>Welfare</u> / <u>Legal</u> / <u>Medical</u> etc. Services - Provide as required / available (with assistance of e.g. LACC / Airport Operator / Parent Airline / Local Authorities / Faith Organisations etc.)	
13.	<u>Notification to MGFR of any Reuniting Arrangements</u> - In conjunction with Airport Operator, Police, LACC etc. - arrange notification to relevant MGFR of any reuniting arrangements being made for him / her / them - with associated FR from accident flight Bear in mind that accident survivors with mobile/smart phones etc. might have already contacted their associated MGFR. *In such circumstances early reunion is important* - but do take advice from LACC, police, airport operator etc. on how this might best be accomplished / managed	
14.	<u>Immediate</u> <u>Airport</u> <u>Reunions</u> - Assist (where so directed by an appropriate authority or otherwise at own discretion) with any immediate / short term airport reunions, between appropriate FR (typically being MGFR) and their associated uninjured survivors	
15.	<u>Family</u> / <u>Humanitarian Assistance Centre</u> (Hotel / Wherever) - Once the FAC / HAC is 'ready', request transportation for those MGFR wishing to go there. Do this via LACC / Airport Operator / Police etc. Associated escorts should be provided It may be that ***MGFR*** may prefer to go directly to their homes (if / as appropriate). If so, ensure that associated FECs are / have been completed for same - and that *reliable* onward contact information has been obtained. Also ensure that all such ***MGFR*** have been provided with contact details for the **accident airline's** '***emergency telephone*** / ***contact centre***' (as available / applicable) - and / or otherwise for appropriate and reliable accident airline's contact details	

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16.	** FAC / HAC - Escort MGFR to FAC / HAC hotel (or wherever so designated) to be met and assisted by additional 'staff' etc. already *pre*-positioned there Continue to monitor welfare of MGFR, ensuring that they are not unduly disturbed (particularly by the media - unless any specific MGFR wishes otherwise) and receive adequate rest, refreshment, security, humanitarian / welfare support, information updates etc. - until eventual arrival (as / if applicable) of the *ABCX Airways GO Team*. See Checklist **13** ** Note: MGFR go to FRRC & FAC / HAC at their own discretion. They may leave either facility at any time. Should they so leave, try to ensure that associated FEC(s) have been completed and 'handed in' and relevant (onward) contact info obtained	
17.	Double check with **LACC** that **all completed FECs** (and / or *copies* of same) have been passed on to **airline HQ CMC**	
	End	

CHECKLIST 9 - **Passenger Manifest Verification** / *Reconciliation* / *Confirmation* **Task** - **PMV**

- This checklist is targeted for completion within **90 minutes** *or sooner* of initial crisis notification to accident flight's '**station(s) of last departure**' - and / or other appropriate station / location / agency

- *State **here** (by title[s]) **who** will potentially be assigned to oversee and / or carry out **this** checklist*

- **IMPORTANT** - read the PMV 'important notes' (page 142) *before* starting this checklist i.e. **NOW**

	Action	☑ ?
1	Contact the person managing the **D**eparture **C**ontrol **S**ystem for **ABCX Airways** at your station (airport) (insert title / contact details here xxxxxxx / yyyyyyy) and request him / her to **prepare** to 'lock out / spike / freeze' (i.e. deny access to) all **accident flight** related DCS information - when so instructed (by yourself / other appropriate [authorised] person) *(Briefly describe here (and / or attach an associated cross-reference) the process for how this is to be done and who (primary & backup persons by title & contact) will carry it out - xxxxxxxx)*	
2	Print 2 x '**final / flown**' (i.e. most accurate & latest available) Passenger (PAX) Manifests / Lists for the accident flight - (ideally in alphabetical order - i.e. with **surname** [**last** **name**] first) *Note: such passenger manifests / lists may be provided in various formats - ranging from E-ticket reports to handwritten documents - depending on the agencies / systems involved 'on the day'*	

3	Ask another member of staff / whoever (if available - otherwise do it yourself) **to print a** **further** 10 (complete) 'final / flown' PAX manifest / lists as follows:
	
	    ▪ 5 in **alphabetical** order (see checklist item 2. above)
	    ▪ 3 in **seat number** order (if available / possible)
	    ▪ 2 in **boarding sequence** (security) **number** order (if available / possible)	

4	Arrange with reservations / ticket desk agent / whoever (insert contact details here - xxxxxxx) to print 5 copies of the final / latest **booked pax manifest / list** from the **computer reservation system** (CRS [GDS]) used for the accident flight - and to then 'lock out / spike / freeze / inhibit' said accident flight's records (within that same CRS / GDS etc.)	
5	Ask same person (as per 4 above) **to check for any 3rd party** (e.g. codeshare / alliance) **pax on the accident flight.** * (If so / there are - ask that he / she takes immediate action to obtain an accurate & current **booked / flown / final manifest(s) / similar** for all such pax [e.g. from own records; from the 3rd party or its rep{s}] - and that same be **clearly labelled / marked** etc. as belonging to said 3rd party / parties. (* Seek assistance with this from all and any appropriate persons - as required)	
6	Retrieve **all** 'pulled' paper **coupons** (tickets) for the accident flight (if any) - and print-off 2 x copies of the associated '**checked-in**' passenger manifest / list (if available)	
7	Retrieve **all** pulled **boarding card** stubs and / or '**gate reader**' records for accident flight	
8	Instruct DCS person to '**lock-out / spike / freeze / inhibit**' accident flight's details in **DCS**	
9	Make arrangements to obtain (ASAP) **all other available information** which might assist with the PMV task (e.g. Loyalty Scheme records; APIS info; Immigration records; PNRs etc.)	

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10	(If not already there) - Proceed as quickly as possible to the ABCX Airways / your LACC (Local Accident Control Centre) or other appropriate 'quiet' location - taking all appropriate documentation /paperwork with you. ***Then start the pax manifest verification process*** *(Insert LACC / other details [location and contacts] here - xxxxxxx)*	
11	Alphabetically sort ticket coupons, boarding card stubs, equivalent material (by last name / family name etc.)	
12	Transfer names from the 'final / flown' (most current and accurate) pax manifest / list etc. available - to the ***Manifest Reconciliation Sheet*** - ***in groups of 10*** (see *nex*t page)	
13	Using the ***Manifest Reconciliation Sheet*** - complete the following actions for *each* name *within each group of 10* - as appropriate (Pay particular attention to name spellings and other 'corroborating info - to try to ensure that the correct person is so checked): 1) Try to locate the appropriate name on the checked-in passenger manifest and (if there) tick the associated 'checked-in' column box - thus indicating that the 'name ' had been checked-in for the flight 2) Try to locate the pulled ticket coupon for the same name and (if there is one) tick the associated 'coupon' column box. If there is no coupon for the name because e.g. an E-ticket was issued, write 'E Ticket' instead in the coupon column 3) Try to locate the boarding card stub / gate reader record for the same name and (if there) tick the associated 'boarding card' column box. If an E Ticket had been used as a boarding card, write 'E Ticket' instead in the boarding card column 4) Try to locate the same name on the Reservations System PNR / PNL lists and (if there) tick the associated 'RES System' (PNR / PNL) column box 5) Try to locate the same name on any other corroborating information available e.g. *Loyalty Scheme* records; *APIS* info etc. - and (if there) tick the associated 'other' column box and also specify the associated, information source	
14	Using info from 13 above - use experience, logic, common-sense etc. to decide if each name is to be considered as verified or not. If in doubt consider name to be *unverified*	
15	When the 10 names *within each group* have been verified or otherwise - forward a copy of that *specific* Manifest Reconciliation Sheet to the ***Controller - LACC*** who shall, in turn, pass on same e.g. by telephone, fax, email etc. to **CMC *Airports* Desk** at ***airline HQ*** (*insert here all contact details for the CMC Airports Desk at airline HQ - xxxxxxx*)	
16	Repeat procedure detailed above (items 13 to 15) until all names on the flight have been verified or otherwise (Note - ***each time*** the 'copy' ***Manifest Reconciliation Sheet*** is passed to ***Controller - LACC*** (with a new batch of 10 names added) - ensure that a suitable system is used to clearly indicate which are the 10 **new** names. Also ensure that the number sequence on each such sheet is logically correct e.g. sheet 2 = names 11-20; sheet 3 = names 21-30 etc.	
17	As soon as the above has been completed for ***all passenger names***, deliver all the completed paperwork, coupons, boarding cards etc. to the ***Controller - LACC***	
END		

Passenger Manifest Verification (PMV) / Reconciliation Form Sheet 1 (EXAMPLE ONLY)

Flight No: From: To: STD (GMT):   A/C Type / No of Seats:

PAX No.	Surname (Last Name)	First Name(s)	M/F/C/I	Boarding Sequence No.	Seat No.	Tick or cross when cross-checked against below records					Verified?
						Checked-in	Coupon	Boarding Card	RES System (PNR/PNL)	Other (Specify e.g. APIS; Frequent Flyer etc.)	
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

EXAMPLE ONLY

PAX No.	Surname	First Name(s)	M/F/C/I	Boarding Seq.	Seat No.	Checked-in	Coupon	Boarding Card	RES System	Other	Verified?
1	Samuels	Peter	M	156	20A	✓	E-ticket	✓	✓	Frequent Flyer	YES
2	Smith	A / Mr (NFD)	M	157	20B	✓	✓	✓	✓		YES
3	Smith	M / Mrs (NFD)	F	158	20C	✓	✗	✗	✓		?
4	Thomason	Charlotte	F	159	22E	✓	✓	✓	✓	APIS	YES
5	Thomason	John	M	✗	22F	✗	✗	✗	✓		NO?

NFD = No further details available

RETURN ALL *COMPLETED* FORMS (i.e. 10 names at a time) TO LOCAL AIRLINE LACC IMMEDIATELY - for onward transmission to airline HQ Crisis Management Centre

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PMV - **Important Notes:**

* You will typically carry out a PMV if yours is the accident flight's ***departure*** station(s)

Note 1 - If more than one '***up-line***' departure station is involved (e.g. a multi-sector flight such as airports **A** to **B** to **C** etc. - all operating under the same flight number)] - ***each*** station will need to carry out its own ***particular*** part of the overall PMV task. This latter should be carefully co-ordinated / overseen ***centrally*** by the appropriate '***airports*** [ground ops] department' expert staff ***at airline HQ***

Note 2 - For pax airlines using '***ticketless' ops***' - the PMV is typically actioned at ***airline HQ*** itself - as most (associated / corroborating) 'electronic' data will already be available there. Data not held centrally is expected to be obtainable reasonably quickly - provided the associated processes are ***already*** in place)

* If the accident airline operates a '***frequent flyer***' (loyalty scheme) system, obtain (from wherever) the accident flight's associated records for use as a corroborating / info 'tool' in the PMV process

* If ***APIS*** related data has been collected for the accident flight, obtain (from wherever) such data and use them as a corroborating / info 'tool' in the PMV process

* Obtain / use any other forms / records / info available to assist in the PMV process e.g. ***immigration*** records, ***reservation*** system records (**P**assenger **N**ame **R**ecords etc.), ***ticket desk*** bookings, ***travel shop*** / agent bookings (hard and soft copy) etc.

* Ensure that any 'addition/deletion' (**ADL**) & 'last minute changes' (**LMC**) type information re potential persons on board the accident flight has been collected / accounted for, when conducting the PMV process. (Human error is the danger here as any actual ADLs, LMCs or other changes made, may not have been recorded (almost certainly inadvertently). Accordingly, it will be necessary to directly contact all appropriate persons involved with the complete check-in and boarding process for the accident flight - to confirm that all actual ADLs and / or LMCs (if any) were accounted for. This must include positioning crew and engineers etc. + any other duty travellers who may have been seated on cockpit or cabin jump seats)

* **IMPORTANT** Do not wait until ***all*** names on the passenger manifest have been checked before forwarding the required information on to airline HQ - instead, forward (typically 10 names at a time) as the verification process progresses

* Verify the accident flight's ***operating crew*** by requesting the Operations Duty Manager (ODM) ***at airline HQ*** to complete this task in conjunction with the ***airline's*** Crewing section ***and*** the accident flight's ***departure*** station(s). Also request that ODM passes the result of the crew verification check both to you (the person in overall charge of the PMV process) and also to the ***CMC*** at ***airline HQ***

* If PMV is not complete within 60 - 90 minutes of starting, someone from the accident airline's HQ CMC should make contact with the person in charge of the PMV process / whoever - to enquire about progress; offer any advice / assistance etc/

* By law and for flight ops into ***or*** over ***United States of America*** territory - the ***verified*** passenger list (if such exists) must be made available to appropriate US authorities ***within 3 hours*** of accident notification to the accident airline. The same applies within ***European Union countries*** (law for EU carriers and 'best practice' for others) - excepting that the time limit is now ***within 2 hours*** of accident notification to the airline. Similar applies in a small number of other countries

CHECKLIST 10 - **Hospital** Teams

This checklist is for action by **AVPORT** [and / or other appropriate **Airline Rep** staff] deployed in support of involved hospitals - during a major aircraft accident type response at or near to XIA Airport

	Action	☑ ?
1.	Briefing - Report to *LACC* for briefing. Obtain info as to which hospitals *injured* victims have / might have been taken. (Note 1 - Consider that some *uninjured* survivors [victims] *might* have accompanied associated *injured* survivors to hospitals. Note 2 - (Some) *MGFR* might also be present at hospitals). ***Insert LACC location & contacts here xxxxxxx***	
2.	Written Log - Maintain log of events *(see appendix B template at end of these checklists)*	
3.	Latest Passenger List & Crew List - Obtain copies if available, but do not let this delay proceeding to your assigned hospital (*you can get them later*)	
4.	Proceed to Assigned Hospital(s) - *Remember to take with you passes / permits / IDs, communications equipment + Hospital Emergency Bags / Boxes (1 per each hospital). Ensure that latter contain sufficient numbers of P/VRCs + FECs (or local equivalent forms) - the latter (FECs) in case there are MGFR at the hospital who might have information on victims not yet identified*	
5.	On Arrival at Assigned Hospital - Report to Reception / 'Person in Charge' etc. Identify yourself as a rep of accident airline and request that (circumstances permitting) you be permitted to: ▪ Identify any injured accident victims (Crew; PAX; Ground Victims) at said hospital ▪ Be provided with condition of injured i.e. *life threatening* or ***non-life threatening***. (Note - these are the terms that accident airline uses, even if hospital uses different terms) ▪ Provide appropriate (*non-medical*) humanitarian / welfare etc. type support to any injured victims - together with any accompanying uninjured victims + MGFR etc.	
6.	Request identities / details of any *deceased* victims (e.g. who died at / en route to Hospital)	
7.	* Contact LACC & provide *regular* info updates. (Double check that accident airline / LACC etc. has alerted / activated any local 'company' doctor(s) [if any] - and / or any pre- contracted 'medical assistance' company e.g. '*International SOS*' / '*Medaire*' etc. [if any] etc.)	
8.	* Circumstances permitting - complete P/VRCs for *injured* victims. Where possible (e.g. conscious patients with minor injuries) complete P/VRCs face to face. Otherwise, try to complete P/VRCs using any corroborating info available (e.g. associated passports; ID Cards; driving licences and similar. Any accompanying [non-injured] *victims* etc. present might also be able to assist in this task. Same goes for any *MGFR* present [*record their details also*])	
9.	* As per checklist item 8. above - do likewise for any *deceased* victims at the hospital	
10.	* Complete P/VRCs for any *uninjured* victims present at the hospital	
11.	* Complete FECs for any *MGFR* at the hospital	
12.	Offer transport to & services of the **SRC (L)** to any uninjured victims present at hospital	
13.	Offer transport to & services of the **FAC** / HAC to any MGFR present at the hospital	

* Send all completed / partially completed P/VRCs ASAP to LACC [for onward transmission to airline HQ CMC]. Also provide copies of any such P/VRCs & FECs to any 'appropriate authorities' [at the hospital] - as required / available

Checklist 10 - Hospital Teams - continued

14.	Inform LACC of any 'self-made' reunions at the hospital between victims (injured and / or uninjured) and their associated MGFR / any other family, relatives & friends (FR) present. Also inform any 'appropriate authorities' present at the hospital - as required	
15.	Ascertain immediate needs of hospitalised victims and arrange to meet them insofar as is possible / practicable (e.g. toiletries, clothing, money, hospital bill payment, religious / faith support, counselling, information, communications etc. Refer all financial matters to **LACC** for onward transmission to **airline HQ CMC**)	
16.	Visit assigned hospital(s) at least twice a day, or as permitted by Hospital (continue to satisfy the needs of hospitalised victims - insofar as is appropriate / possible / practicable)	
17.	Manage (or assist with) reunions planned to take place at the Hospital(s) - if so permitted	
18.	Assist in Notifying Deaths i.e. where directed and / or otherwise permitted by local law, custom, culture etc. - assist local Police (and / or other authorities as appropriate) in notifying deaths of *other accident flight victims* (i.e. **not** hospitalised) - to their *associated hospitalised accident victims* (as appropriate) i.e. where the latter are relevant 'Next of Kin' (closest relative etc.) or equivalent - of said deceased person(s)	
19.	Keep hospitalised survivors informed of progress made on their behalf - such as travel plans (including medical evacuation), lost belongings recovery, enquiries from FR etc.	
20.	Maintain regular contact and information exchange with the LACC	
21.	Ensure reliable onward contact information is obtained (and passed to LACC) for persons (victims and / or MGFR) discharged from / leaving the hospital(s). Also ensure that all such persons are provided with appropriate, reliable 24H airline contact information	
22.	If applicable - brief and hand over to the *accident airline's Humanitarian Assistance Team* (part of ABCX Airways GO Team) - upon their eventual arrival at the hospital(s)	
	End	

IMPORTANT NOTE 1

It is possible that some of the above checklist will not be able to be carried out at hospitals *in certain countries* - as applicable *privacy* & *data protection* laws mean that accident airline reps could be denied access to **1)** *injured* victims and their personal info / data - together with **2)** other (*uninjured*) victims and / or MGFR / FR who might also be present at said hospital(s). This will particularly be so in many 'developed' countries - and will thus need to be 'managed' accordingly by airline / GHA etc. 'on the day'. However, a developing trend is slowly emerging whereby such issues are 'practically' not being permitted to *unduly get in the way of and / or delay* (on a humanitarian basis) 'what needs to be done'

IMPORTANT NOTE 2

GHAs (acting as airline representative) **may also be required to visit non-hospital based mortuaries and / or other locations** (e.g. funeral directors / undertakers) **where bodies of deceased victims may be 'stored'** - for the same purpose as documented in checklist **10** / item **9** (see previous page)

In / at certain countries / locations / facilities etc. the dead might be 'stored' in a manner which most people will find 'appalling / inhumane / absolutely unacceptable' etc. This is typically possible in some (if not most) 'least developed' countries and also in some 'developing' countries. It is unlikely to occur in developed countries. Airlines / airline representatives should be fully prepared for such situation where local circumstances indicate that the likelihood of same happening is assessed as being medium to high

Deliberately Blank

CHECKLIST 11 - **Crew** (Uninjured Survivor) Reception Centre **Landside** - CRC (L)

This checklist is for action by **AVPORT** [and / or other appropriate Airline Rep staff] + appropriate (ideally trained and exercised) *hotel staff* - both being deployed in support of CRC (L) ops- during a major aircraft accident type response at or near to **XIA Airport**. It is assumed herein that the CRC (L) will be located in an appropriate, *off-airport* hotel (this might not be so in reality). It is also assumed that **AVPORT** staff deployed initially to the *airport located* CRC (A) will be required to eventually redeploy to the CRC (L) - *together with* the accident flight's uninjured crew

Note - For an on / very near airport accident, Uninjured Crew (same applies to Uninjured Passengers) will typically **_not_** be permitted to leave the (airport located) secure holding facilities (CRC [A] and SRC [A] respectively - and to which they would have been typically taken directly after leaving the accident scene) until the appropriate security (and similar) 'authorities' so permit. This *might* take some considerable time

	Action	☑ ?
1.	<u>Written Log</u> - Maintain log of events *(see appendix B template at end of these checklists)*	
2.	<u>Continue work</u> at CRC (A) until *LACC* advises CRC (L) is ready to receive uninjured crew	
3.	<u>CRC</u> (L) - *Pre-arrange* (via LACC) for CRC (L) hotel staff / whoever, to facilitate arrival of uninjured crew, insofar as is possible / reasonable (e.g. pre-advise hotel of names / numbers of crew to be accommodated; pre-allocation of rooms; rapid check-in & per diem issue; etc.)	
4.	<u>Relocate</u> uninjured crew to CRC (L) as directed - (i.e. escort uninjured crew from CRC [A] to CRC [L]. Take all necessary equipment + CRC (L) Emergency Bag / Box, Crew List copies, completed P/VRC copies and everything else appropriate) *Insert Location / Contacts for CRC (L) here - xxxxxxx & yyyyyyy*	
5.	<u>On arrival</u> CRC (L) <u>establish Comms</u> with *LACC*. Continue to report significant matters	
6.	At <u>CRC</u> (L) - monitor check-in process etc. + arrange for other (immediate to shorter term) requirements to be addressed (e.g. provision of communications, food & beverage, enhanced security etc.) Also set-up an *AVPORT* / *airline representative* CRC [L] office	
7.	<u>Humanitarian</u>, <u>Welfare</u>, <u>Religious</u> etc. <u>support</u> - Continue to provide and / or arrange	
8.	<u>Regular briefings for Uninjured Crew</u> - Hold in suitable and private area of CRC (L)	
9.	<u>Crew Fatalities</u> - It might be that uninjured crew are aware of other crew fatalities. Take advice from *LACC* on how such situation should be managed (especially if next of kin/closest relative etc. of any such deceased crew are also accommodated in the CRC [L] facility)	
10.	<u>Take all & any action required to provide additional accommodation for associated FR of uninjured crew</u> - requiring to be *co-located* with latter at CRC (L). (Consider room sharing [where so required] in order to achieve this)	
11.	<u>Facilitate Reunions</u> (as required) - Between uninjured crew and associated FR etc.	
12.	(*Where directed* e.g. by Police) assist in <u>notifying confirmed deaths</u> of <u>accident flight's crew</u> - to any associated next of kin / closest relative / equivalent person *located at* CRC (L)	
13.	(*Where directed* e.g. by Police; Medical Examiner; DVI agency) <u>Collect & forward</u> (to *LACC* / wherever) <u>ante-mortem info provided by associated FR</u> located at CRC (L)	
14.	<u>Assist with appropriate Support</u> (including Financial Support where necessary and as cleared by *LACC*) - for any FR (of accident flight's crew) **also accommodated** at CRC (L)	
15.	<u>Make appropriate preparations for eventual arrival of / handover to accident airline's 'GO Team'</u> - at CRC (L), as applicable (e.g. arrange briefings, hand-over of responsibilities etc.)	
	End	

CHECKLIST 12 - **Passenger** (Uninjured Survivor) Reception Centre - **Landside** - SRC (L)

This checklist is for action by **AVPORT** [and / or other appropriate Airline Representative staff] + appropriate (ideally trained and exercised) *hotel* staff - both being deployed in support of SRC (L) ops- during a major aircraft accident type response at or near to XIA Airport. It is assumed that the SRC (L) will be located in an appropriate hotel(s) (this might not be so in reality). It is also assumed that **AVPORT** staff deployed *initially* to the SRC (A) will eventually *redeploy* to the SRC (L) - **together with** (+) the *uninjured* PAX for whom they are responsible. (**REMINDER** - Uninjured PAX (and uninjured *crew* also) will typically *not* be permitted to leave the secure holding facilities (SRC [A] and (CRC [A] respectively - and to which they would have typically first taken after leaving the accident scene) until the appropriate security 'authorities' so permit. This *might* take some considerable time

	Action	☑ ?
1.	<u>Written Log</u> - Maintain log of events (see appendix B template at end of these checklists)	
2.	<u>Continue working</u> at SRC (A) until *LACC* advises SRC (L) is ready to receive *uninjured PAX*	
3.	<u>SRC</u> (L) - *Pre-arrange* (via LACC) for SRC (L) staff / whoever, to facilitate arrival of uninjured PAX (e.g. pre-advise hotel of names / numbers; pre-allocate rooms; rapid check-in; issue of cash disbursements; room-sharing if appropriate / required e.g. from same family etc.)	
4.	<u>Relocate</u> with uninjured PAX to SRC (L) as directed - (i.e. escort uninjured PAX from **SRC [A]** to **SRC [L]**. Take all necessary equipment + SRC (L) Emergency Bag / Box, PAX List copies, completed P/VRC *copies* etc.) (Insert Location / Contacts for *SRC (L)* here etc.)	
5.	<u>Establish Comms with</u> *LACC*. Continue to report & receive significant info / matters	
6.	<u>List</u> (*with <u>full onwards contact info</u> included* <u>uninjured PAX electing</u> **not** <u>to go to</u> SRC (L) - *together with reasons / future intentions etc.*) Forward to *LACC* ASAP. (Ensure P/VRCs are completed for all such persons before they 'leave' + that they are provided with full contact details for the ***accident airline's emergency telephone call centre*** - and / or equivalent facility)	
7.	*At* <u>SRC</u> (L) - monitor check-in process etc. + arrange for other (immediate to shorter term) requirements to be addressed (e.g. access to comms, food/beverage, enhanced security etc.) Also set-up an *AVPORT* / *airline representative* SRC (L) office / desk	
8.	<u>Humanitarian</u>, <u>Welfare</u>, <u>Religious</u> etc. <u>support</u> - Continue to provide and / or arrange	
9.	<u>PAX Fatalities</u> - Follow *LACC* advice re managing situations where e.g. (some) uninjured PAX might ***already know*** of other PAX fatalities. (especially if next of kin / closest relative etc. of such deceased PAX are also [will also eventually be] accommodated in the SRC [L] facility)	
10.	<u>Regular Uninjured PAX briefings</u> - Hold in suitable and private area(s) of SRC (L)	
11.	<u>Take all and any action required to provide additional accommodation / support for associated FR of uninjured PAX</u> - requesting e.g. to be co-located with latter at SRC (L). (Consider room sharing [as required] + use of other hotels etc. - so as to achieve this)	
12.	(*Where directed* e.g. by Police) assist in <u>notifying confirmed deaths</u> of <u>accident flight PAX</u> - to (associated next of kin / closest relative / equivalent person[s]) uninjured PAX at SRC (L)	
13.	<u>Facilitate Reunions</u> - with associated FR etc. - as directed by *LACC* / other appropriate authority. (Note - some *missing* accident victims could feasibly be associated with some *uninjured PAX* at the SRC (A). If so, offer the latter optional transfer to the **FAC / HAC** facility)	
14.	(*Where directed* e.g. by Police; Medical Examiner; DVI agency) <u>Collect</u> / <u>forward</u> (to LACC / wherever) <u>ante-mortem related info provided by uninjured PAX</u> located at SRC (L)	
15.	<u>Ensure reliable onward contact information is obtained</u> (and forwarded to LACC) for any uninjured PAX leaving the SRC (L) for the longer term. Ensure that all such persons have been provided with appropriate and reliable 24H (accident) *airline* contact information	
16.	<u>Make appropriate preparations for eventual arrival of</u> / <u>handover to accident airline's 'GO Team'</u> - at SRC (L) - as applicable (e.g. arrange briefings, detailed hand-over etc.)	
	End	

CHECKLIST 13 - **Family** Assistance Centre - **FAC** (Humanitarian Assistance Centre - **[HAC]**)

This checklist is for action by **AVPORT** [and / or other appropriate Airline Rep staff] **+** appropriate (ideally trained and exercised) *hotel* staff - both being deployed in support of **FAC / HAC** ops- during a major aircraft accident type response at or near to **XIA Airport**. It is assumed that the **FAC / HAC** will be located in an appropriate, nearby hotel(s) (this might not be so in reality). It is also assumed that **AVPORT staff** deployed initially to the (typically *on airport*) **FRRC** - will be required to eventually *re-*deploy to the FAC / HAC - *together with* the *MGFR* for whom they are responsible

	Action	☑ ?
1.	<u>Written Log</u> - Maintain log of events (see appendix B template at end of these checklists)	
2.	<u>FRRC</u> - Continue assisting at FRRC until *LACC* advises **FAC / HAC** is ready to receive **MGFR**	
3.	<u>FAC</u> / <u>HAC</u> <u>Facility</u> - *Pre-arrange* (via **LACC**) for FAC / HAC staff / whoever - to facilitate arrival of **MGFR** (e.g. *pre*-advise hotel of names / numbers due to arrive; pre-allocate rooms; rapid check-in; issue of cash disbursements; room-sharing in appropriate circumstances etc.)	
4.	<u>Relocate</u> to FAC / HAC as <u>directed</u> - (**i.e.** escort MGFR from FRRC to FAC / HAC. **Take all necessary equipment +** FAC / HAC Emergency Bag / Box, PAX & Crew List copies, completed FEC copies etc.) (Insert Location / Contacts for FAC / HAC here - xxxxxxx & yyyyyyy)	
5.	<u>Establish Comms with *LACC*</u>. Continue to report significant matters	
6.	<u>List</u> (*with full contact info included*) **MGFR** <u>electing</u> *not* <u>to go to</u> (or remain at) FAC / HAC - (together with reasons / intentions etc.) Pass list to *LACC* ASAP. (Ensure FECs completed for all such MGFR + that they be provided with contact details for the accident *airline's emergency telephone call centre* - and / or reliable and appropriate *airline / airline rep contact info*)	
7.	At <u>FAC</u> / <u>HAC</u> - monitor check-in process of **MGFR** etc. + address any other appropriate matters - as required (e.g. access to communications, food & beverage, enhanced security etc.)	
8.	Continue distributing , completing, processing & forwarding FECs - as required	
9.	<u>Humanitarian</u>, <u>Welfare</u>, <u>Religious</u> & <u>other support</u> - Continue to provide and / or arrange	
10.	<u>Set up / arrange adequate manning / support for a Joint Family Support Ops Centre</u> (**JFSOC**) within / near to the **FAC / HAC** (take direction from *LACC* on this). (Note -if setup of a **JFSOC** is *not* required - set-up / operate an *AVPORT / airline rep* FAC / HAC info desk instead)	
11.	<u>Regular MGFR briefings</u> - Hold in suitable and private area(s) of FAC / HAC	
12.	<u>Assist with Financial Support</u> - for MGFR (as required & until accident airline can take over)	
13.	(*Where directed* by appropriate authority e.g. Police etc.) *Assist* in <u>notifying confirmed deaths</u> of <u>accident flight victims</u> - to any (associated next of kin / closest relative / equivalent person) MGFR located at / attending the FAC / HAC	
14.	<u>Facilitate Reunions</u> (where possible / practicable) - with associated accident victims, as directed by LACC and / or other appropriate authority. (Reunions typically take place at any of CRC (L); SRC (L); hospital(s) or mortuary / mortuaries i.e. not at the FAC / HAC facility itself)	
15.	(*Where directed* by appropriate authority e.g. Police; Medical Examiner; DVI agency etc.) <u>Collect & forward</u> (to LACC / wherever) <u>ante-mortem info provided by MGFR</u> located at / attending the FAC / HAC	
16.	<u>Ensure reliable onward contact information is obtained</u> (& forwarded to LACC) for any MGFR leaving the FAC / HAC longer term. Also ensure that all such persons have been provided with appropriate & reliable 24H contact information for the airline / airline rep	
17.	<u>Arrange for arrival of airline 'GO Team'</u> - at **FAC**, if applicable / as required - including briefing & handover of responsibilities for MGFR to GO Team - as appropriate	
	End	

CHECKLIST 14   *Airport* Operator's Emergency Operations Centre - **EOC**

This checklist is for action by **AVPORT** (and / or any other appropriate *Airline* Representative staff] - deployed in support of the airport's **EOC** - during a major aircraft accident type response at or near to XIA Airport

	Action	☑ ?
1.	<u>Briefing</u> - Report to the *LACC* for briefing Insert **LACC** location & contacts here xxxxxxx	
2.	<u>Written Log</u> - Maintain log of events (see appendix B template at end of these checklists)	
3.	Deploy to <u>Airport Operator</u>'s *EOC*. Report to the person in charge (Take passes / permits; checklist(s); crisis contacts telephone directory; latest accident flight's PAX & crew list copies; dangerous goods details; cargo details; estimated fuel on board; mobile phone and / or radio (Tetra?) - with spare batteries / charging equipment etc.) i.e. take the *EOC Emergency Bag / Box* with you Insert Location / Contacts for **Airport Operator EOC** here xxxxxxx / yyyyyyy	
4.	<u>Establish Communications with</u> *LACC* - Continue to report significant matters 'both ways'	
*5.	Act as *Accident Airline's* <u>Liaison Rep</u> at *EOC*	
6.	When / if <u>presence in *EOC* is no longer required</u>, request LACC for reassignment of crisis related duties	
	End	

IMPORTANT: *Re checklist 14 / item 5 above, the accident *airport* will be expecting vital info / inputs / co-operation from the accident *airline* rep present at the EOC (i.e. probably '*you*'). To get some idea of what this might involve, see (*separate* document in this Guidelines series - *Airport Emergency Plan - Volume 2B - Checklists*). You will find this latter document on the webpage found at the end of this **link**. When it opens, scroll down until you find the document named just above (in *bold*, *green* letters). Click on the appropriate link to open it. Refer to Sub-Sections **3J** of latter (for *accident airline* checklists) and **3K** (for the equivalent *GHA / Local Airline Rep* checklists)

Note 1 - The *airport operator's* 'emergency operations centre (*EOC*)' (or equivalent title as used at *your* own particular airport) is **NOT** the same thing as the <u>airline's / handling agent's / airline representative's</u> '*local accident control centre* (*LACC*)' for that same airport. The two are *different* facilities, at *different* XIA locations - with *different* functions

Note 2 - It is recommended that the accident airline's station manager / most senior rep etc. present - typically does **NOT** deploy to the *EOC* as per above - but sends an appropriately senior / experienced person in his / her place. This is because the station manager's / senior airline rep's primary place of duty is <u>*always*</u> at the airline's *local LACC*. (For similar reasons said station manager / senior airline rep should typically **NOT** be the traffic / ramp etc. person deploying as part of any '*Crash Site Team*' [see checklist No **4**])

Note 3 - the **airport operator** (or other, appropriate 'authority' e.g. airport *police*) is typically responsible for any **airport** based processes for matching and reuniting accident victims with associated family, relatives & friends (including any 'meeters & greeters' type FR [MGFR] as appropriate) - with the *accident airline / airline rep* (e.g. typically the contracted *GHA* acting on behalf of the latter) and others contributing to this process, as required. It is of vital importance to said airline that this process is addressed and accomplished in the most effective, efficient, expeditious & sensitive manner possible - and the *airline rep* in the **airport's EOC** should monitor that this is so - passing on any 'problem areas' of concern back to his / her *Controller LACC* for resolution (Note - in contrast, any <u>*off*-airport reuniting process</u> is typically the accident *airline's* responsibility - shared with others e.g. off-airport Police. However, the associated *GHA* (if any) should also offer assistance, as appropriate to actual circumstances 'on the day'

CHECKLIST **15** - Potentially **Involved Station**(s) / Airport(s)

Where such Station(s) / Airport(s) are **UPLINE** (BEFORE / PREVIOUS to) the *actual* accident location

This checklist is for **AVPORT** (involved GHA) use - where it is the **ABCX Airway's** (accident airline's) *contracted ground handler* at any of such *origin / departure / up-line* station[s] / airport[s]) - as described further below

Note 2 - This checklist relates *geographically* to directly involved *origin / departure / up-line* stations / airport(s) (*of an accident flight*) - in circumstances where said accident occurs **AFTER** the relevant aircraft's departure from the *local area* of its *origin* (**first**) departure airport **A** - for a single (**1** sector) flight to airport **B**

Same applies (but more rarely) - where **2 sectors** are involved under the **same** airline flight number e.g. where said accident occurs **AFTER** the relevant aircraft's departure from the *local area* of its *origin* (**first**) departure airport **A** - for a *multi* sector flight to airport **B** and then *on to airport* **C.** This scenario could continue for additional sectors - but same (*more than 3 sectors under the same flight number*) does not occur regularly in reality - and is thus not covered here

Note 3 - *If, by chance*, an associated aircraft accident occurs at the 'destination / arrival / downline' airport *at which* **ABCX Airways HQ** is located - the content of the below checklist *must* be *adjusted* accordingly - to account for same

	Action	☑ ?
1.	If you believe that *you* are the first **AVPORT** staff member to become aware of an emergency situation as per above, **take appropriate, immediate action** as follows - whilst commencing & maintaining a written log (record) of events by time	
2.	If you are **not** the **AVPORT** senior person on duty / on call - then alert such person **immediately** - and hand over responsibility for completion of this checklist to him / her ASAP. *Insert appropriate* **AVPORT** *contact information here xxxxxxx* (This checklist now continues on the assumption that latter **has** been done **or** is otherwise not applicable)	
3.	Ensure all relevant emergency services are aware of crisis situation and are responding / will respond accordingly. (**Note** - only do this if you reasonably believe that the accident flight's *next* [arrival / downline] *station*[s] / *airport*[s] is / are unable [for whatever reason] to do this themselves. Check latter by contacting the next destination(s) etc. directly and enquiring accordingly). *Insert here details of how / where to find the appropriate contact info xxxxxxx*	
4.	Where appropriate (see 'note' to checklist item **3** just above) *notify* ABCX Airways **OCC** (at airline HQ) of crisis situation. *Insert ABCX Airways OCC contacts here xxxxxxx*	
5.	Initiate your **AVPORT** internal / local **crisis** alerting (callout) and activation plan	
6.	Activate the **AVPORT** *LACC* facility / facilities at your relevant station(s) / airport(s)	
7.	Notify **accident airline's** local Country / Area / Regional / Town office staff (as applicable) *Insert appropriate contact information here xxxxxxx*	
8.	As appropriate (see 'note' to checklist item 3 further above) complete and send 'accident message(s)' (format at appendix A following these checklists) to **OCC** at ABCX Airways HQ	

9.	Organise (as applicable to your station / airport) <u>for rapid collection</u> / <u>securing of below</u> <u>documents</u> (all relating to accident flight) - for eventual *Passenger Manifest Verification* (PMV) <u>task</u>:	
	▪ Ticket Coupons	☐
	▪ Boarding Card Stubs / Gate Reader print outs	☐
	▪ E-Ticket Passenger Summaries (Checked / Boarded / Flown) and equivalents	☐
	▪ Checked / Boarded / Flown (Latest) Passenger List(s)	☐
	▪ Latest General Declaration / Crew List	☐
	▪ Last minute changes (LMC) + Additions and Deletions (ADL) etc. re any of above	☐
	▪ Onward / connecting flight details and similar	☐
	▪ Anything else relevant e.g. API; PNR; frequent flier info; immigration records etc.	☐
10.	Organise (as <u>applicable</u> to your station / <u>airport</u>) for *accident flight's* <u>Departure Control</u> <u>System</u> (**DCS or equivalent term**)) <u>information</u> - to be '<u>frozen</u> /<u>spiked</u> /<u>inhibited</u> /<u>locked-down</u>' i.e. access to all PAX & Load Control data denied , except for authorised use	
11.	Organise (as <u>applicable to your station</u> / <u>airport</u>) for details of *accident flight's* <u>latest</u> (Flown) <u>PAX</u> <u>List</u>, <u>Crew</u> <u>List</u> (GD), <u>Cargo</u> <u>Manifest</u>, <u>Load-sheet</u> / <u>Loading</u> <u>Message</u>(s), *<u>Dangerous</u> <u>Goods</u> <u>Docs</u> etc. - to be collected and safeguarded. Send all **ASAP** (by all / any means available) to ABCX Airways **OCC** at accident airline's **HQ** + all appropriate *down-line* stations / airports. **Telephone** airline *OCC* and *each* such down-line station(s) to confirm receipt of same. (* Re Dangerous Goods - see note at end of this checklist - **NOW**)	
12.	Where appropriate for your station / airport (or as directed / trained for by accident airline) - <u>initiate</u> *Passenger Manifest Verification* (PMV) **procedure** (see Checklist Number **9**)	
13.	<u>Collect and safeguard</u> ***all other*** <u>appropriate documentation etc. related to accident</u> <u>flight</u> - as available at / relevant to your station / airport e.g. Operational Flight Plan, ATC Flight Plan, NOTAM brief, Meteorological brief, Tech Log sheet(s), Refuelling record(s) & Fuel samples, De-icing records etc. (list not exhaustive). Send copies to ABCX Airways OCC at airline HQ - as time / workload permits	
14.	Organise / arrange (with the appropriate *arrival* / *destination* / *downline* station[s]; *airline HQ* etc.) for completed P / VRC copies to be forwarded to you without delay (e.g. in batches of around 20 [as they are completed by said station(s) and / or received by airline HQ])	
15.	<u>Set up</u> & <u>operate</u> (or prepare to 'set up and operate') a local <u>Family</u>, <u>Relatives</u> & <u>Friends</u> <u>Reception</u> <u>Centre</u> - *FRRC*. (See also Checklist **8** + appropriate [FRRC] segments of this document's [Section **4**]'Glossary') Note 1 - The FRRC will typically be located at your ***Airport*** - BUT might possibly be at some other, appropriate location instead. All involved (including those based off-airport) are to be alerted and requested to carry out their SOPs for set up, manning and operation of the airport or local (off-airport) equivalent facility **FRRC** Note 2 - Send your completed FEC copies (as relevant) to appropriate arrival / destination / downline station[s]; airline HQ etc. Do this e.g. in batches of around 20 (as they are completed)	

16.	Set up & operate (or prepare to 'set up and operate' as per actual circumstances 'on the day') a local Family / Humanitarian Assistance Centre. (See also Checklist **13** & appropriate [FAC / HAC] parts of this document's Section **4** 'Glossary') **Note 1: -** FAC / HAC will typically be located at an appropriate *off-airport* facility. All involved (including those based off-airport) are to be alerted & requested to carry out SOPs for set up, manning & operation of the FAC / HAC **Note 2: -** Send any further completed **FEC** copies to appropriate arrival / destination / downline station[s]; airline HQ etc. Do this e.g. in batches of around 20 (as they are completed)	
17.	Review previous checklists **1** to **14** and following checklists **16** to **18**. Carry out (delegating / seeking assistance where necessary) any and all actions in these *other* checklists, which might *also* be relevant to the particular crisis situation at *your own* station / airport - as per *this* checklist *15*	
	End	

Note: If *Dangerous Goods* carried on board accident aircraft, the *additional, following* information (re such dangerous goods specifically) is to be obtained and forwarded to the appropriate / involved emergency services (wherever in the world they might be) *without delay*:

* Proper shipping names * UN Number * Class * Compatibility group for Class 1 goods * Subsidiary risk * Quantity * Location on board aircraft * Brief, plain language descriptions of Dangerous Goods * More definitive info re any radioactive material carried

The appropriate government authority (i.e. in the State [Country] where Accident Occurred) responsible for Dangerous Goods must also be advised without delay of the above information

CHECKLIST **16** - Potentially **Involved Station**(s) / **Airport**(s)

Where such Station(s) / Airports are **DOWNLINE** (*after / following*) the actual accident location

This checklist is for **AVPORT** - in circumstances where *it* is the **ABCX Airway's** (accident airline's) *contracted ground handler* at any of such *destination / arrival / down-line* station[s] / airport[s]) - as described further below

Note 1 - This checklist relates *geographically* to <u>directly</u> **involved** *destination / arrival / down-line* **Airport(s)** of an accident flight - in circumstances where said accident occurs **BEFORE** the relevant aircraft's arrival in the local area of its destination / arrival airport (*single* sector flight e.g. **airport A to airport B**) **OR** **before** its arrival in the local area of any destination / arrival airport(s) further down-line (*multi-sector* flights [typically using the same flight number] e.g. **airport A to airport B to airport C etc.**)

Note 2 - *If, by chance,* the accident occurs at the destination / arrival / downline station / airport *at which ABCX Airways HQ* is located - the content / requirements of the below checklist **must** be **adjusted** accordingly - to account for same

	Action	☑ ?
1.	If you have good reason to believe that *you* are the *first* **AVPORT** *staff* member to become aware of emergency situation, *take appropriate and immediate action* as per below. Also maintain a written log (record) of events by time (see App B template following these checklists)	
2.	If you are <u>**not**</u> the AVPORT *senior* person on duty / on call - then <u>alert such person</u> (of crisis situation) <u>immediately</u> - and hand over responsibility for completion of this checklist to him / her ASAP. (This checklist continues on the assumption that latter handover has been done. Where this is not so, the '**first person**' *is to continue this checklist* until the appropriate, senior AVPORT person *has* taken over). Insert appropriate contact information here xxxxxxx	
3.	<u>Ensure</u> relevant *emergency services* are <u>aware of crisis situation and are responding / will respond ASAP</u> (**Note** - *only* do this if you *reasonably* believe that the accident flight's *previous* [departure / upline] station[s] / airport[s], as appropriate, is / were unable [for whatever reason] to have done same themselves). Insert here details of where / how to find the appropriate contact info xxxxxxx	
4.	Where appropriate - <u>notify</u> *ABCX Airways OCC* (at airline HQ) of the crisis situation. Insert OCC contacts here xxxxxxx	
5.	<u>Initiate</u> your **AVPORT** <u>internal / local crisis alerting</u> (callout) <u>and activation plan</u>	
6.	<u>Activate</u> your **AVPORT** **LACC** facility at your station / airport / equivalent office location	
7.	<u>Notify</u> *accident airline's* **local** <u>Country</u> / <u>Area</u> / <u>Regional</u> / <u>Town</u> office staff (as applicable). Insert appropriate contact information here xxxxxxx	
8.	As appropriate (see 'note' to checklist item **3** further above) <u>complete & send 'accident message'</u> (see format at appendix **A** - following these checklists) to *OCC* at *ABCX Airways HQ*	

9.	Organise (as available and applicable *at your* station / airport) for ***accident flight's*** <u>Departure Control System</u> (**DCS or equivalent term**) <u>information</u> - to be '<u>frozen</u> /<u>spiked</u> /<u>inhibited</u> /<u>locked-down</u>' i.e. access to all PAX & Load Control data denied , except for specifically authorised users	
10.	Organise / arrange (with the appropriate origin / departure / upline station[s] etc.) for <u>accident flight's latest</u> (Flown) <u>PAX List</u>, <u>Crew List</u> (GD), <u>Cargo Manifest</u> etc., <u>Load-sheet</u> / <u>Loading Message</u>(s) - to be sent (via email; FAX etc.) to you ASAP. Telephone appropriate source station(s) to confirm receipt. Insert appropriate contact information here xxxxxxx	
11.	Organise / arrange (with the appropriate origin / departure / upline station[s]; airline HQ etc.) for their completed P/VRC copies to be forwarded (via email; social media etc.) **to you without delay** (e.g. in batches of around 20 [as they are completed by station / received by airline HQ etc.])	
12.	<u>Set up</u> and <u>operate</u> (or prepare to 'set up and operate' as per actual circumstances 'on the day') a <u>local Family</u>, <u>Relatives</u> & <u>Friends Reception Centre</u>. (See also [separate] Checklist **8** & appropriate [**FRRC** related] parts of this document's Section **4** 'Glossary') **Note 1 -** An **FRRC** will typically be located / set-up at *your* Airport - BUT might possibly be at some other, appropriate (local) location instead. All involved (including those based *off*-airport) are to be alerted and requested to carry out their SOPs for set up, manning and operation of the airport (or local [off-airport] equivalent facility) FRRC **Note 2 -** Send your completed FEC copies (via email; FAX etc.) to appropriate origin / departure / upline station[s]; airline HQ etc. Do this e.g. in batches of around 20 (as they are completed)	
13.	<u>Set up</u> & <u>operate</u> (or prepare to 'set up and operate' as per actual circumstances 'on the day') a <u>local Family</u> / <u>Humanitarian Assistance Centre</u>. (See also [separate] Checklist **13** & appropriate [FAC / HAC] parts of this document's Section **4** 'Glossary') **Note 1 -** A **FAC / HAC** will typically be located at an appropriate ***off-airport*** facility. All involved (including those based off-airport) are to be alerted and requested to carry out SOPs for set up, manning and operation of the FAC / HAC **Note 2 -** Send any further completed FEC copies (via email; FAX etc.) to appropriate origin / departure / upline station[s]; airline HQ etc. Do this e.g. in batches of around 20 (as they are completed)	
14.	<u>Review checklists</u> **1** to **15** <u>and</u> **17** to **18**. Carry out (delegating / seeking assistance where necessary) any and all actions in these other checklists, which might ***also*** be relevant to the particular crisis situation at your own station / airport - as per ***this*** checklist *16*	
	End	

CHECKLIST 17 - ABCX Airways - '(Station) **Airport / Airports Nearest**' - to Accident Location

This checklist is for **AVPORT** GHA and / or equivalent ground handling organisation(s) - where latter is / are ABCX Airway's (accident airline's) contracted / nominated / ad hoc etc. ground handler(s) etc. at ABCX Airways '***station / airport** nearest*' - to the ***actual accident location*** which, by definition - will be located '***off**-airport*' - and possibly a **very** significant distance 'off-airport' (e.g. might be thousands of miles if the accident occurs in the middle of the Pacific Ocean; at the North Pole etc.)

	Action	☑ ?
1.	Assist ***accident airline*** (ABCX Airways) in all and any possible ways, to implement the various operational, emergency, logistical, political etc. (as required for latter) requirements associated with the accident location / circumstances etc. For example (this list is far from exhaustive - so expand on it where so required):	
	▪ Selection of a ***suitable*** 'Airport Nearest' ('GO Team Airport Nearest') to the accident location (note that this might need to be a military / government / private etc. airport - and will thus be subject to gaining appropriate, operating approvals + clearances etc.)	☐
	▪ Assistance with the various clearances and approvals which will be required (over-flight, landing, security, diplomatic, military etc.) for ***accident airline's*** GO Aircraft (with GO Team / GO Kit on board) to be able to deploy to 'GO Team Airport Nearest' (i.e. nearest to the accident location) - as appropriate	☐
	▪ Assistance with providing handling and other manpower support at 'GO Team Airport Nearest' + any en route 'staging' airports & similar etc. - as appropriate	☐
	▪ Assistance in providing local logistics + anything else required at 'wherever'	☐
	▪ Interpreting (& arranging interpretation) when appropriate	☐
	▪ Deploying **AVPORT** / **GHA / equivalent** manpower to 'GO Team Airport Nearest' - if so requested by accident airline	☐
	▪ General troubleshooting, facilitating, fixing etc. of problems etc.	☐
2.	If your Station / Airport is ***also** **up***-line or ***down***-line from the accident / incident flight's location, review Checklists **15** and **16** and use them to guide your actions in accordance with actual circumstances 'on the day'	
3.	Maintain a record (log) of all occurrence	
4.	Anything else as required by actual circumstances 'on the day'	
	End	

1. '(Station) Airport Nearest' and 'GO Team Airport Nearest' may not be the same airport (see 'Glossary' for associated definitions - starts page xx)

2. '(Station) Airport Nearest' may be the accident flight's up-line (origin / departure) or down-line (arrival / destination) station ***or*** may be none of these

3. This checklist is only expected to be activated for an ***off***-airport accident (i.e. the word "airport" when used here is typically referring to 'ABCX Airways' ***on-line*** airports) occurring at some * considerable distance from the nearest **on-line airport** served by the ***accident airline***

* As "considerable distance" (as used here) is ***deliberately*** a somewhat 'vague' term - the local ABCX Airways Station Manager / GHA (Airline Representative) of the relevant "(Station) airport nearest" is to use common sense, logic etc. in deciding whether to implement ***this*** checklist - ***prior to*** any direction coming from ABCX Airways itself

CHECKLIST NUMBER 18 - Dealing with the **Media**

This checklist is for action by **AVPORT** [and / or other appropriate Airline **Representative** personnel etc.] deployed anywhere in support of a major aircraft accident type response involving **ABCX Airways**

	Action	☑ ?
1.	In general, **all** **AVPORT** staff (and / or equivalents) should avoid situations where they might be 'pressurised' to 'interact' with the media. In particular this means avoiding being **'door-stepped'** (i.e. where a number of media gather round (circle) / confront you etc. - 'demanding' info, statements etc. - and which most easily / likely occurs in the process of e.g. walking from car-park to office - and vice versa; leaving and arriving at your home etc.)	
2.	a. Before being 'forced' into acting as described in 3 below (as appropriate), make every effort to contact / take direction etc. on dealing with the media - from 1) airline HQ management (i.e. typically Corporate Comms / Public Relations office). 2) The appropriate (airline) Country Manager etc. (if there is one?) and / or 3) (exceptionally / as a last resort) any _local_ (whatever 'local' means in such context) PR Agency engaged by the airline (if there is one?) b. Follow associated airline instructions and provide regular feedback on local media situation, until such time as the airline GO Team arrives at / near etc. to your location	
3.	If extreme circumstances 'force' **AVPORT** (and / or equivalents) to 'deal' with the media - and it has not been possible to take associated direction / instruction as per 2 above, (for whatever reason), the most appropriate **AVPORT** _senior_ manager available might wish to use / adapt the following 'script' for guidance. **NB**: No one other than this senior manager should speak to the media except as described further below): '……………..Please contact the involved airline(s) for formal comment on this matter However, what I can say for now is that it is standard airline procedure to activate its Crisis Management Centre immediately at times such as this. This Centre is expected to widely publish contact information as soon as possible, specifically for media use Obviously our first priority locally is to look after the well-being of all those involved - both passengers & crew - together with any associated families, relatives & friends - insofar as is relevant and we are able so to do. Our thoughts at this moment are with all who might be involved. Thank you ………………' (**Reminder** - **DO NOT TAKE QUESTIONS**) For other staff similarly confronted by the media, simply state something like: '…………… I am unable to comment on this matter. Please wait for formal comment from the airline involved ………………' (**IMPORTANT** - **Never use the term** _'no comment'_)	
4.	Be prepared to read out press releases / statements to the media in the local language(s) - as supplied and when so directed by the airline(s) involved	
5.	On arrival of airline GO Team, a senior and appropriately experienced **AVPORT** manager should be assigned to assist the ABCX Airways Crisis Communications sub-team (part of GO Team) in all matters relating to dealings with the local media	
	End	

Deliberately Blank

CATASTROPHIC AIRCRAFT ACCIDENT */ or Equivalent Crisis*

Glossary + **A**dditional **E**xplanatory **M**aterial

Study of the above, referred to *glossary* is strongly recommended (in order that the explanations, concepts etc. provided in our series of aviation related emergency response etc. documentation might be better understood) to assist in the preparation (original or rewrite) of *your own* (real / actual) *airline*, **GHA** etc. emergency / crisis response plans. In particular we are referring here to the *catastrophic aircraft accident* type scenario

Even if you are already an experienced airline / GHA etc. 'emergency response planner', you should find study of said glossary useful if you intend to implement our associated documentation etc. to best advantage

GHAs and equivalents might particularly wish to study and use said glossary material to better understand what might be typically required of *them* - by the *customer airline* - '**on the day**'

Note that said 'glossary' has, in general, been written against a background of a (fictional) scheduled, passenger airline operation (ABCX Airways) - but can be adapted to many other types of aircraft operator operation (e.g. charter, cargo, VIP) as required

IMPORTANT NOTE

For valid reasons, the above, referred to 'Glossary' is / has *not* been included herein (i.e. in the document being read right now)

For those wishing to view such Glossary, it can be found at: ………………………*

* **Please contact the author / owner** (of all of such info / data etc.) **for further details re / finding, accessing etc. said 'glossary'**

The associated contact details are:

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