

## EMERGENCY RESPONSE PLANNING

### 1.0 PURPOSE

- 1.1 This Advisory Circular (AC) is issued to guide Service Providers to develop and maintain an Emergency Response Plan (ERP), in accordance with the Civil Aviation (Safety Management) and other applicable Civil Aviation Regulations.
- 1.2 This Advisory Circular supersedes CAA-AC-SMS006 dated September 2014.

### 2.0 REFERENCES

- 2.1 The Civil Aviation (Safety Management) Regulations

### 3.0 INFORMATION AND GUIDANCE

#### 3.1 Purpose of the ERP

- 3.1.1 The purpose of an emergency response plan is to ensure:
  - 3.1.1.1 Delegation of emergency authority;
  - 3.1.1.2 Assignment of emergency responsibilities;
  - 3.1.1.3 Documentation of emergency procedures and processes;
  - 3.1.1.4 Coordination of emergency efforts internally and with external parties
  - 3.1.1.5 Safe continuation of essential operations while the crisis is being managed;
  - 3.1.1.6 Proactive identification of all possible emergency events/scenarios and their corresponding mitigation actions, etc.

#### 3.2 Characteristic of an effective ERP

- 3.2.1 To be effective, an ERP should:
  - 3.2.1.1 Be appropriate to the size, nature and complexity of the organization;

- 3.2.1.2 Be readily accessible to all relevant personnel and other organizations where applicable;
- 3.2.1.3 Include checklist and procedures relevant to specific emergency situations;
- 3.2.1.4 Have a quick-reference contact details of relevant personnel;
- 3.2.1.5 Be regularly tested through exercises;
- 3.2.1.6 Be periodically reviewed and updated when details change, etc.
- 3.2.1.7 Clearly defined ERP activation thresholds
- 3.2.1.8 Compatibility with state emergency response systems
- 3.2.1.9 Controlled document management
- 3.2.1.10 Defined exercise frequency.

### **3.3 ERP Contents**

#### **3.3.1 Governing Policies.**

- 3.3.1.1 The ERP should provide direction for responding to emergencies, such as governing laws and regulations for investigations, agreements with local authorities, company policies and priorities.

#### **3.3.2 Organization.**

- 3.3.2.1 The ERP should outline management's intentions with respect to the responding organizations by;
  - 1) Designating who will lead and who will be assigned to the response teams;
  - 2) Defining the roles and responsibilities of personnel assigned to the response teams;
  - 3) Clarifying their reporting lines of authority;
  - 4) Setting up an emergency management centre (EMC).
  - 5) Establishing procedures for receiving large number of requests for information, especially during the first few days after a major accident.
  - 6) Designating the corporate person for dealing with the media;
  - 7) Defining what resources will be available, including financial authorities for immediate activities;
  - 8) Designating a representative to any formal investigations undertaken by state.
  - 9) Defining a call-out plan for key personnel.
- 3.3.2.2 An organizational chart could be used to show organizational functions and communication relationships.

### **3.3.3 Notifications.**

3.3.3.1 The ERP should specify who in the organization should be notified of an emergency, who will make external notifications and by what means. The notifications need of the following should be considered:

- 1) Management
- 2) Appropriate state authorities (eg. Search and Rescue, the CAA, the Aircraft Accident Investigation Department etc.)
- 3) Local emergency response services (aerodrome authorities, fire fighters, police, ambulance, medical agencies, etc.);
- 4) Relatives of victims (a sensitive issue, that in many states, is handled by the police)
- 5) Organization personnel
- 6) Communication Channels;
- 7) Legal, accounting, insurers, etc.
- 8) Timelines

### **3.3.4 Initial Response.**

3.3.4.1 Depending on the circumstances, an initial response team may be dispatched to the accident/crisis site to augment local resources and represent the organization's interests.

3.3.4.2 Factors to be considered for such a team include

- 1) Who should lead the initial response team?
- 2) Who should be included on the initial response team?
- 3) Who should speak for the organization at the accident site?
- 4) What would be required by way of special equipment, clothing, documentation, transportation, accommodation, etc.?

### **3.3.5 Additional assistance.**

3.3.5.1 Employees with appropriate training and experience can provide useful support during the preparation, exercising/drills and updating of an organization's ERP. Their expertise may be useful in planning and executing such tasks as;

- 1) Acting as passengers or customers in drills/exercises;
- 2) Handling survivors or external parties;
- 3) Dealing with next of kin, authorities, etc

### **3.3.6 Emergency Management Centre (EMC).**

3.3.6.1 EMC (normally on standby mode) may be established at the organization's headquarters once the activation criteria have been met. In addition, a command post (CP) may be established at or near the crisis site.

- 3.3.6.2 The ERP should address how the following requirements are to be met;
- 1) Adequate staffing which may include continuous operations (24 hours a day, 7 days per week, during the initial response period)
  - 2) Communications equipment (telephones, facsimile, internet, etc.);
  - 3) Documentation requirements, maintenance of emergency activity logs;
  - 4) Impounding related company records;
  - 5) Office furnishings and supplies; and
  - 6) Reference documents (such as emergency response checklists and procedures, organization manual, aerodrome emergency plans and telephone lists)
- 3.3.6.3 The services of crisis management consultant may be contracted from an airline or other specialist organization to look after the service provider's interests in a crisis away from home base. Organization personnel would normally supplement such a contracted centre as soon as possible.

### **3.3.7 Records.**

- 3.3.7.1 In addition to the organization's need to maintain logs of events and activities, the organization will also be required to provide information to any State Investigating Team. The ERP should address the following types of information required by investigators;
- 1) All relevant records about the product or service concerned.
  - 2) Lists of points of contact and any personnel associated with the occurrence.
  - 3) Notes of any interviews (and statements) with anyone associated with the event;
  - 4) Any photographic or other evidence.

### **3.3.8 Accident Site.**

- 3.3.8.1 For a major accident, representatives from many jurisdictions have legitimate reasons for accessing the site: for example, police, fire fighters, medics, aerodrome authorities, coroners (medical examining officers) to deal with fatalities, state accident investigators, relief agencies such as the Red Cross and even media.
- 3.3.8.2 Although coordination of the activities of these stakeholders is the responsibility of the state police and /or investigating authority, the service provider should clarify the following aspects of activities at the accident site:
- 1) Nominating a senior representative at the accident site
    - a) at home base;
    - b) away from home base;
    - c) offshore or in a foreign State;

- 2) Management of the surviving victims;
- 3) The needs of the next of kin of the victims;
- 4) Security of the wreckage;
- 5) Handling of human remains and personal property of the deceased;
- 6) Preservation of evidence;
- 7) Provision of assistance (as required) to the investigation authorities;
- 8) Removal and disposal of the wreckage; etc.

### **3.3.9 News Media.**

- 3.3.9.1 How the organization responds to the media may affect how well the organization recovers from the event. Clear direction is required regarding:
- 1) What information is protected by the Laws (FDR data, CVR and ATC recordings, witness statements, etc.)
  - 2) Who may speak on behalf of the parent's organization at the head office and at the accident site (public relations manager, chief executive officer or other senior executive, manager, owner etc.)
  - 3) Prepared statements for immediate response to media queries;
  - 4) What information may be released and what should be avoided.
  - 5) The timing and content of the organization's initial statement;
  - 6) Provision for regular updates to the media;

### **3.3.10 Formal investigations.**

- 3.3.10.1 Guidance for company personnel dealing with state accident investigators and police should be provided.

### **3.3.11 Family assistance.**

- 3.3.11.1 The ERP should also include guidance on the organization's approach to assisting crisis victims or customer organizations.
- 3.3.11.2 This guidance may include such things as:
- 1) State requirements for the provision of assistance services;
  - 2) Travel and accommodation arrangements to visit the crisis site;
  - 3) Programme coordinator and point(s) of contact for victims/customers;
  - 4) Provision of up to date information;
  - 5) Temporary assistance to victims or customers.

### **3.3.12 Post – Occurrence review.**

- 3.3.12.1 Direction should be provided to ensure that, following the emergency, key personnel carry out a full debrief and record all significant lessons learned which may result in the amendments to the ERP and associated procedures.

### **3.3.13 Checklists**

3.3.13.1 Everyone involved in the initial response to a major aviation event will be suffering from some degree of disorientation. Therefore, the emergency response process lends itself to the use of checklists. These can form an integral part of the organization's operations manual or emergency response manual. To be effective, checklists must regularly:

- 1) Be reviewed and updated (for example, currency of call-out lists and contact details); and
- 2) Tested through realistic exercises.

### **3.3.14 Training and exercises**

3.3.14.1 An ERP is a paper indication of intent. Hopefully, much of an ERP will never be tested under actual conditions. Training is required to ensure that these intentions are backed by operational capabilities.

3.3.14.2 Since training has a short "shelf life", regular drills and exercises are advisable. Some portions of the ERP, such as the call-out and communication plan, can be tested by "desktop" exercises.

3.3.14.3 Other aspects, such as "on site" activities involving other agencies, need to be exercised at regular intervals. Such exercises have the advantage of demonstrating deficiencies in the plan, which can be rectified before an actual emergency.

3.3.14.4 For certain service providers such as airports, the periodic testing of the adequacy of the plan and the conduct of a full-scale emergency are mandatory.



**Civil Aviation Authority**