



# Advisory Circular

TCAA-AC-GEN012A

February 2020

## EMERGENCY RESPONSE PLANNING

### 1.0 PURPOSE

This Advisory Circular (AC) is issued to support implementation of requirements of the Civil Aviation (Safety Management) Regulations 2015. Regulation 17 requires Service Providers to develop and maintain an Emergency Response Plan (ERP), it further requires the ERP to be developed in accordance with requirements *standards acceptable to* the Authority and to be submitted to the Authority for approval. The ERP among other things must ensure; proper coordination with emergency response plans of interfacing organizations and orderly and efficient transition from normal to emergency operation and return to normal.

### 2.0 REFERENCE

The Civil Aviation (Safety Management) Regulations, 2015

### 3.0 INFORMATION AND GUIDANCE

#### 3.1 Definition of an Emergency Response Plan

An emergency response plan (ERP) outlines in writing what should be done after an accident or aviation crisis and who is responsible for each action. Among different product and service providers, such emergency planning may be known by different terms such as contingency plan, crisis management plan and continuing airworthiness support plan. In this AC, the generic term Emergency Response Plan (ERP) is used to address the relevant contingency plans expected of aviation service providers whose products/services may have an impact on aviation safety.

#### 3.2 Emergency Scenarios

There is a tendency to think of emergency response planning with respect to aircraft or aerodrome operations, usually as a result of an accident, in its broader sense the expectation can equally be applied to other aviation service providers, examples may be in the case of ATS providers this may include a major power outage or loss of radar, communications or other major facilities. For a maintenance organization it may involve a serious breach of airworthiness requirements resulting in the grounding of a fleet (AOG). For a design and manufacturing organization a serious design deficiency may result a global AOG that requires emergency re-design, modification, production and retrofitting actions (emergency airworthiness directives) to address such a crisis. Where there is a possibility of an organization's aviation operations or activities being compromised by other crises or emergencies originating from external sources, such as a public health emergency/pandemic, these scenarios should also be addressed in its aviation ERP as appropriate. Hence, an ERP is essentially an integral component of an organization's safety risk management procedure to address all possible safety – or quality-related emergencies crises or events that its product or services could contribute to a or be associated with. The ERP should address all



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possible/likely scenarios and have appropriate mitigating actions or processes put in place so that the organization, its customers, the public and the industry at large may have a better level of safety assurance as well as service continuity.

### 3.3 Effective Planning of an ERP

Successful response to an emergency begins with effective planning. An ERP provides the basis for a systematic approach to managing the organization's affairs in the aftermath of a significant unplanned event – in the worst case, a major accident.

#### 3.3.1 Purpose of the ERP

The purpose of an emergency response plan is to ensure:

- (a) delegation of emergency authority;
- (b) assignment of emergency responsibilities;
- (c) documentation of emergency procedures and processes;
- (d) coordination of emergency efforts internally and with external parties
- (e) safe continuation of essential operations while the crisis is being managed;
- (f) Proactive identification of all possible emergency events/scenarios and their corresponding mitigation actions, etc.

#### 3.3.2 Characteristic of an effective ERP

To be effective and ERP should:

- (a) be appropriate to the size, nature and complexity of the organization;
- (b) be readily accessible to all relevant personnel and other organizations where applicable;
- (c) include checklist and procedures relevant to specific emergency situations;
- (d) have a quick-reference contact details of relevant personnel;
- (e) be regularly tested through exercises;
- (f) be periodically reviewed and updated when details change, etc.

#### 3.3.3 ERP Contents

##### (a) Governing Policies.

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.

##### (b) Organization.



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The ERP should outline management's intentions with respect to the responding organizations by;

- i) designating who will lead and who will be assigned to the response teams;
- ii) defining the roles and responsibilities of personnel assigned to the response teams;
- iii) clarifying their reporting lines of authority;
- iv) setting up an emergency management centre (EMC)
- v) establishing procedures for receiving a large number of requests for information, especially during the first few days after a major accident
- vi) designating the corporate person for dealing with the media;
- vii) defining what resources will be available, including financial authorities for immediate activities;
- viii) designating a representative to any formal investigations undertaken by state
- ix) defining a call-out plan for key personnel

An organizational chart could be used to show organizational functions and communication relationships.

## **(c) Notifications.**

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

- i) management
- ii) appropriate state authorities (eg. Search and rescue, the CAA, the Accident and Incident Investigation Bureau etc.)
- iii) local emergency response services (aerodrome authorities, fire fighters, police, ambulance, medical agencies, etc.);
- iv) relatives of victims ( a sensitive issue, that in many states, is handled by the police)
- v) organization personnel
- vi) media; and
- vii) legal, accounting, insurers, etc.

## **(d) Initial Response.**

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

Factors to be considered for such a team include;

- i) Who should lead the initial response team?
- ii) Who should be included on the initial response team?



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- iii) Who should speak for the organization at the accident site?
- iv) What would be required by way of special equipment, clothing, documentation, transportation, accommodation, etc.?

**(e) Additional assistance.**

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

- i) Acting as passengers or customers in exercises;
- ii) Handling survivors or external parties;
- iii) Dealing with next of kin, authorities, etc

**(f) Emergency management Centre (EMC).**

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.

The ERP should address how the following requirements are to be met;

- i) Staffing (perhaps for 24 hours a day, 7 days per week, during the initial response period)
- ii) Communications equipment (telephones, facsimile, internet, etc.);
- iii) Documentation requirements, maintenance of emergency activity logs;
- iv) Impounding related company records;
- v) Office furnishings and supplies; and
- vi) Reference documents (such as emergency response checklists and procedures, organization manual, aerodrome emergency plans and telephone lists)

The services of crisis 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.

**(g) Records.**

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;

- i) All relevant records about the product or service concerned
- ii) Lists of points of contact and any personnel associated with the occurrence
- iii) Notes of any interviews (and statements) with anyone associated with the event;



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- iv) Any photographic or other evidence

**(h) Accident Site.**

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.

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:

- i) Nominating a senior representative at the accident site
- ii) Management of the surviving victims;
- iii) The needs of the relatives of the victims;
- iv) Security of the wreckage;
- v) Handling of human remains and personal property of the deceased;
- vi) Preservation of evidence;
- vii) Provision of assistance (as required) to the investigation authorities;
- viii) Removal and disposal of the wreckage; etc.

**(i) New Media.**

How the organization responds to the media may affect how well the organization recovers from the event. Clear direction is required regarding, for example:

- i) what information is protected by the Laws (FDR data, CVR and ATC recordings, witness statements, etc.)
- ii) who may speak on behalf of the parent organization at the head office and at the accident site (public relations manager, chief executive officer or other senior executive, manager, owner etc.)
- iii) prepared statements for immediate response to media queries;
- iv) what information may be released (what should be avoided)
- v) the timing and content of the organization's initial statement;
- vi) provision for regular updates to the media;

**(j) Formal investigations.**

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

**(k) Family assistance.**

The ERP should also include guidance on the organization's approach to assisting crisis victims or customer organizations.

This guidance may include such things as:

- i) State requirements for the provision of assistance services;
- ii) Travel and accommodation arrangements to visit the crisis site;
- iii) Programme coordinator and point(s) of contact for victims/customers;
- iv) Provision of up-to-date information;
- v) Temporary assistance to victims or customers.

Note. ICAO circular 285, Guidance on Assistance to Aircraft Accident Victims and their Families, provides further guidance on this subject.

## (I) Post – Occurrence review.

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.

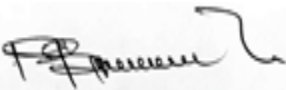
### 3.3.4 Checklists

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 checklist. These checklists can form an integral part of the organization's operations manual or emergency response manual. To be effective, checklists must regularly:

- (a) be reviewed and updated (for example, currency of call-out lists and contact details); and
- (b) tested through realistic exercises.

### 3.3.5 Training and exercises

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. 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. Other aspects, such as "on site" activities involving other agencies, need be exercised at regular intervals. Such exercises have the advantage of demonstrating deficiencies in the plan, which can be rectified before an actual emergency. For certain services providers such as airports, the periodic testing of the adequacy of the plan and the conduct of a full-scale emergency are mandatory.

A handwritten signature in black ink, appearing to read "P. P. [unclear]", is positioned above a horizontal line.

**Director Safety Regulation**