

## 5.1 Introduction

In order to provide assistance at the site of an incident or accident, company has developed the concept of the Special Assistance Team (SAT). The aim of the SAT is to provide a number of trained staff who can travel to the incident/accident site and offer immediate assistance to those involved in the incident, including passengers, relatives, local authorities, Handling Agents and other agencies likely to be involved. The SAT will also act as liaison between the incident/accident site and company head office in Kuwait i.e. Crisis Management Team.

This section is intended to provide advice and guidance to all who may be involved either directly in the SAT or who will be responsible for dealing with its members.

However it must be clear to all involved with SAT that the guidance provided below cannot cover every conceivable eventuality, as such, there may be occasions when SAT members and others involved will be required to use their own knowledge, commonsense and group consensus to manage the incident.

**Note:** The activities of the SAT may place its members in potentially uncomfortable and upsetting conditions. It is vital that if an individual volunteers to undertake SAT training and duties they fully understand the nature of what they are volunteering for. If at any stage an individual wishes to withdraw from SAT duties they may do so without recrimination.

## 5.2 Composition of SAT

A SAT will consist of the following people:

- **SAT Leaders**

A minimum of two SAT Leaders will be dispatch to the incident site; the number required dependants on the magnitude of the incident. One SAT Leader will be nominated as overall team leader by the CMT. SAT Leader is normally held by Safety Manager, and its deputy is the Compliance Manager and/or decided by VP-SCM.

- **SAT Carers**

A minimum of 3 carers will dispatch to the incident site, the number required dependants on the magnitude of the incident. As a guide 3 carers per 10 passengers is an optimum number to aim for. Their main activity will be to offer comfort and assistance to those involved in the incident, although the SAT Leader may nominate certain members to undertake specific tasks as required.

- **Corporate Investigative Team**

Safety Compliance Monitoring, Flight Operations and Maintenance staff members will be dispatched to the incident area either with the SAT or separately. Although they will operate to their own requirements they must ensure that the SAT Leaders are kept fully informed of all activity, and must always operate in a manner that does not compromise SAT activity. Investigation team will follow the documented procedures and reporting structure for investigation for the incident.

## 5.3 SAT Call-out

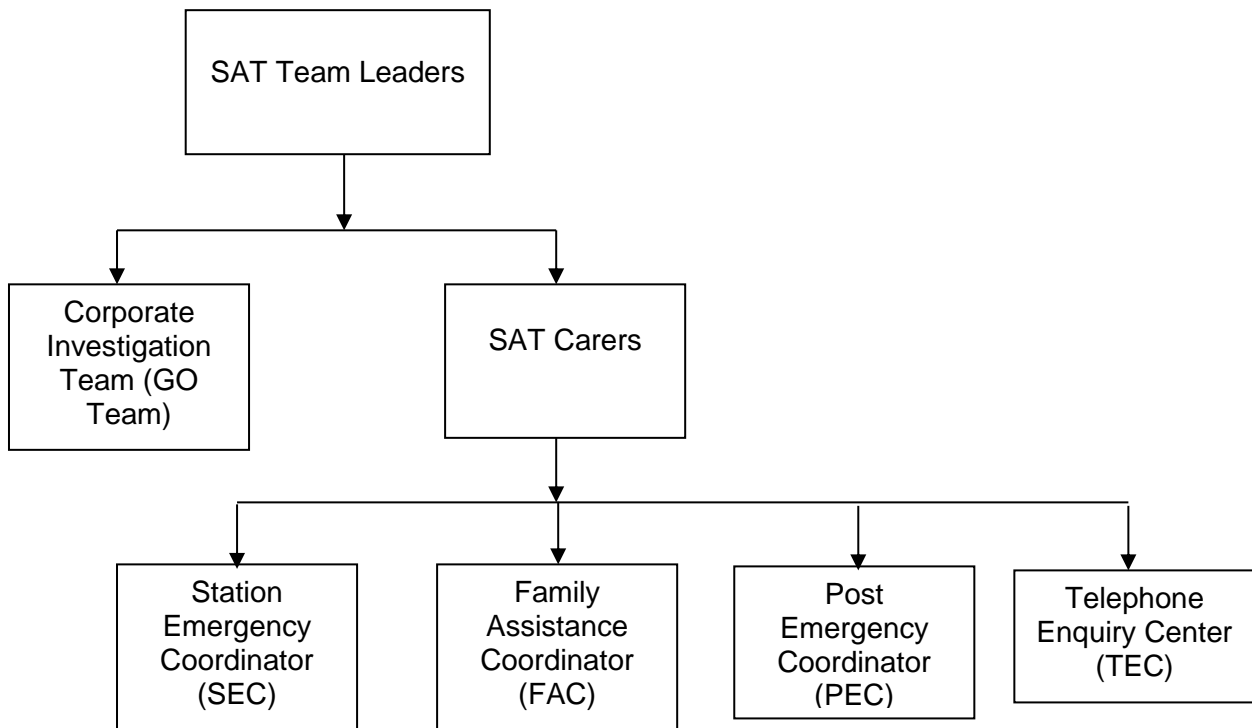
Dependent on the magnitude of the incident, the SAT team will be activated by the CMT. The CMT will liaise with the Safety Compliance Monitoring Manager on the composition

of the SAT and its Leaders, and will advise on SAT departure points and times. The SAT team should be available 24/7 for business continuity calls to respond and immediate action.

The SAT team can also be referred to as the GO team as they are required to go to the physical crisis site.

The will assume responsibility for the SAT call-out and will notify OCC with the names of the SAT staff to be called out. He will decide with the CMT who will be the SAT carers. He will keep the CMT informed of progress, and will confirm final numbers and plans once the call-out has been completed. If required, the Safety Compliance Monitoring Manager will assist the OCC in collating and disseminating briefing information to the SAT Leaders/Carers.

### SAT team structure:



### 5.4 Responsibilities of SAT Leaders

#### Before departure;

Obtain a full understanding of circumstances to date, responsibilities, goals, policies and parameters from the CMT.

#### At the incident site;

Set up a private and secure local emergency centre as a focal point for communications, and co-ordinate local resources

Set up communication channels, numbers, etc and relay to company Head Office, Kuwait

Co-ordinate with carriers, hotels and other local agencies

Co-ordinate with relevant local authorities

Arrange repatriation or other assistance as necessary

Arrange assistance and support to casualties and family members

Refer all local press enquiries to the Communications Team Leader in Kuwait unless directed to issue an approved statement

Update the CMT within agreed time-scales

Conduct a health and safety risk assessment, if appropriate

Log all action taken, and record expenditure incurred in detail to meet Company and external requirements.

Refer to 5.12 for detailed checklist

### 5.5 Responsibilities of SAT Carers

The SAT Carers should be aware about ICAO circular 285-AN/166. At the site, the SAT Carers will be able to offer comfort and assistance to those involved in the incident/accident.

#### Before departure;

Obtain a full understanding of circumstances to date, responsibilities, goals, policies and parameters from the SAT leader.

Get a copy of the manifest from the CMT for the incident flight.

List local religious centers, pharmacies, opticians, hospitals, clinics and dentists.

List local agencies such as Red Cross, and Council Emergency Coordinators.

#### At the incident site;

- Set up a passenger reconciliation process with the help of local authorities and set up a place for PHA, RHA, and PMA.
- Use Passenger Holding Area for the passengers that are alive.
- Give them a Passenger Record Form Appendix 5 (8.5) so that they can fill details.
- Assemble relatives who have arrived at the site in the Relative Holding Area.
- Give the relatives the Passenger Inquiry Form Appendix 4 (8.4) so that they can fill information about their relatives.
- Help in matching the manifest with the PRF and communicate to SAT leader the passengers that are alive.
- Let the relatives meet the passengers in the Private Matching Area.
- Coordinate with other SAT Carers who have gone with the injured passengers to the hospital.
- Assure families that company will do its best to resolve the crisis.

#### 5.5.1 Station Emergency Coordinator (SEC)

All stations have the potential to be affected by an accident. They shall be prepared to address a multitude of urgent issues simultaneously and to face and solve orderly day-to-day operations. At each station, airlines must comply with local laws and regulations

of the authorities in accordance with Emergency Plan of the respective airport authority. Special assistance for passengers and crew and their families as well for own staff.

The Station Manager will act as the Station Emergency coordinator and will do the following till the SAT team arrives. The SAT leader will then depute a SAT Carers to be the SEC or in absence of the same, the Station Manager will be the SEC. Listed below are initial action by station SEC

Immediately ensure that the Airport Control Tower or the Emergency Room is aware of the accident and has activated the appropriate alarm to the following Emergency service.

- Fire
- Police
- Ambulance
- Hospitals

Advise the OCC of all known basic information Such as :

- Flight number
- Time of Occurrence
- Location
- Aircraft type and number
- Crew member names and number on board
- Departure station
- Extent of fatalities Extent of injuries extent of damage
- Nature of accident: Rejected take-off, Runway overrun, landing short of runway, collision, explosion, impact on mountain etc

Call the station and Handling Agent Staff (At the Airport and at home) and ask them to proceed immediately to the station.

Once the SAT team arrives the SEC role will be decided by SAT leader.

The SEC will help the SAT leader to establish the PHA, RHA, and PMA which are required by the SAT FAC for family assistance.

*Refer to 5.13 for detailed checklist*

### 5.5.2 Family Assistance Coordinator (FAC)

#### Responsibilities

- Safety and shelter (lounges, hospitals),
- Beverages, blankets, information care
- Travel arrangements /travel documents
- Confirmation of events & assistance
- Private waiting area
- Confirmation based on pax list
- Dealing with authorities
- Assistances in case of extended stays

Refer to 5.14 for detailed checklist

#### 5.5.2.1 Contracted Services for Family Assistance & Recovery

Kenyon International Emergency Services is subcontracted by Jazeera Airways to provide Disaster Recovery Services & Disaster Human Services, including:

- Incident management assistance: one of two senior Kenyon on-site coordinators, who will be on location to advise and suggest courses of action.

- Search for and recovery of human remains.
- Establish, operate and maintain a mass fatality morgue (including identification and processing of remains).
- Preparation, repatriation, shipping and final disposition of human remains (including the provision of caskets /coffins /urns).
- Search for and recovery of personal effects.
- Crisis Intervention Support Services – this program provides specialists trained in crisis support that can work with Jazeera Airways or act separately as a crisis support team for Jazeera Airways staff.
- Liaison with local and federal agencies, embassies and foreign governments on behalf of families.
- Designing, planning and management of memorials.
- Critical Incident Stress Management
- Receipt, processing, association, and disposition of personal effects
- Liaison with local and federal agencies, embassies, and foreign governments on behalf of members or families
- trained grief and mental health counselors to meet with and provide care to survivors and family members
- the establishment of a Family Assistance Center (FAC), if needed, for families and loved ones to give and receive information

### 5.5.3 Post Emergency Coordinator (PEC)

Assuming lead of accident – related activities after closing down of Emergency Operation Center.

#### Tasks:

- Define organization , responsible persons and processes of PEC
- Take over open issues and continue the ongoing activities
- Coordinate activities with function holders of EOC
- Anticipate and initialize measures with regards to investigations
- Maintain unchanged performance with regards to care and communication
- Assure consistent and uninterrupted attention and handling of all accident related at home base and at accident site
- Coordination and prepare the one year memorial event at home base and at accident site

Refer to 5.15 for detailed checklist

## 5.6 Corporate Investigation Team (GO Team)

### Before departure;

- Obtain a full understanding of circumstances to date, responsibilities, goals, policies and parameters from the SAT leader.
- Get a copy of the latest maintenance records for the incident flight.
- Organize for map of local area (the internet should be able to provide this).
- List the contacts for the emergency services.
- List the contact for the local DGCA, NTSB, and AAIB office.

### At the incident site;

- Try to set up an area around the incident site which cordons off locals once the rescue efforts have been completed by local authorities.
- Take as many photos as possible.
- Collect as much evidence as possible

- Based on the law of the land aid the civil aviation body in the investigation as per ICAO Annex 13.
- Do not provide any statements to media/press.
- Keep CMT up to date about the findings.
- Ensure CMT has filled Appendix 1 (8.1) in case it is required and submit it to Kuwait DGCA.
- Assist local regulatory bodies, aircraft manufacturer, with the investigation.
- Ensure Kuwait DGCA reaches the site and leads the investigation.

Refer to 5.16 for detailed checklist

### 5.7 Authority

Any individual spend that exceeds KD 5,000 must be referred to the CMT.

### 5.8 Special Assistance Team (SAT) – Checklists

As a member of the SAT you will be expected to respond quickly and efficiently. It is likely that you will be asked to depart with as little as 2 hrs notice. This notification may come in the middle of the night, however, and you may not have time to go shopping. If you have any issues that may prevent you from traveling or being part of the SAT, you should immediately notify the CMT.

The checklists on the following pages have been developed to help SAT members.

4.1 Checklist	Purpose
4.2 Personal Kit	To help in packing for departure.
4.3 Emergency Kit equipment	To help the GO Team provide the necessary equipment prior to departure.
4.4 Incident Site briefing questionnaire	To help the SAT Team provide the necessary information prior to departure.
4.5 Incident Site	To help with actions during transit and arrival at the Incident Site.

All SAT members must ensure that:

- Details of SAT member contact numbers, skills and availability held by SAT Leader are up to date.
- Checklists are kept at home, and will be taken on departure.

In the event of a serious incident, SAT members should:

- Wait to be contacted
- Receive a callout instruction from the CMT.
- Pack and report to the agreed meeting point.

At the meeting point (or upon arrival at the incident site), receive:

A situation update on the Incident.

Details of role and responsibilities from the SAT leader.

Travel to the incident site.

- Upon arrival at the incident site:
  - Check in to arrange accommodation.
  - Re-group at agreed meeting point.

### 5.9 Personal Kit Checklist

ITEM	TICK	Notes
<b>Personal Clothing</b> (Dress Code is smart, casual business wear.)		
<b>Include clothes and toiletries for 7-10 days</b>		
Include suitable clothes for the destination climate		Check 5 day weather forecast for appropriate attire
<b>Include suitable clothes for a funeral or memorial service</b>		
<b>Documents</b>		
<b>Valid Passport, and any Visa documents</b>		Proactive VISAs approved by the AM
<b>Driving License</b>		
<b>Inoculation documents (vaccination)</b>		
<b>Company ID</b>		
<b>Business cards</b>		
<b>Credit card (company or personal)</b>		
<b>Personal Medicines</b>		
<b>Medicines and malaria tablets</b>		If appropriate
<b>Sun screen and insect repellent</b>		If appropriate
<b>Equipment</b>		
<b>Mobile phone, charger and voltage adapter</b> (if you have them)		
<b>Torch and batteries</b>		
<b>International Travel plug</b>		
<b>SAT members handbook</b>		

### 5.10 Emergency Kit Equipment Checklist (GO KIT)

The following checklist has been developed to help the SAT Carers collect sufficient appropriate equipment before departing to the incident site. Two GO Kits are kept in the GO Kit cupboard in the EOC. The key for the cupboard is kept in the SCM office at HQ.

Any items, which have not already been provided (or other equipment that is required) should be purchased at the departure point or on arrival under the authority of the SAT leader.

ITEM	TICK	Notes
Equipment		
Satellite phone		
Laptops, leads and floppy discs		Purchase or locate on day of departure
Dictaphone plus batteries		Purchase or locate on day of departure
Digital cameras x2		Purchase or locate on day of departure
Camcorder x2 plus batteries and charger		Purchase or locate on day of departure
An assortment of batteries		Purchase or locate on day of departure
Extension cables		Pack of six
International Travel Plugs x 10		Purchase or locate on day of departure
Compass		
Heavy duty torches		
Calculators		
Measuring tape		
Tie on labels		
Parcel tape		
First Aid kit		
High visibility jackets/trousers		
PVC gloves		
Disposable gloves		
Stationery		
Finance Record Forms x50		
Rulers		
Company headed paper		
Blue Tac.		



Drawing pins		
Letterhead paper		
Clipboards		
Plastic folders		
Note books		
A4 pads		
Ball point pens		Various colors
Pencils and Erasers		
Pencil sharpeners		
Marker Pens (waterproof)		
Staplers and staples		
Assorted envelopes		Non branded
Post it notes		
These kits are held at EOC in Kuwait, <b>NB:</b> Ensure electrical equipment is fully charged.		

### 5.11 SAT Accident Site Schedule

Experience has shown that in the event of an accident in any country, 85% of family members want to travel to the Site Incident Centre. It is likely that a similar figure would wish to travel if the accident happened in our area. Family members may wish to remain at the site incident centre between one and four weeks.

At any accident site it is imperative that the lines of communication with the Command Authority are regular, coordinated and accessible. The following table is an example of what can be set in place on a daily basis, with the agreement of all agencies.

Kenyon has been contracted by Jazeera Airways for Disaster Recovery Services and they will assist the SAT team.

DAILY BRIEFING TIMETABLE	
TIME	ACTIVITY
0700	<b>4.9 Organizational Meetings – Duration 60 min (Optional)</b>
0800	Local organizational brief normally organized by the investigative authority This will normally include the airline, contracted agencies, Red Cross, local organizations. Duration 60 min – 120 min
0900	

1000	Family Briefing: This may involve families from abroad who are invited to call into the briefing on a conference bridge and take an active part in the briefing. Survivors and families at the site are invited to attend. A panel will sit to answer any questions and offer updates as appropriate. The panel will consist of senior airline representative(s) Rescue services, investigative bodies, support and counseling bodies. The duration is likely to be 120 min
1100	
1400	Organizational Internal briefings. Duration up to 60 minutes
1500	
1600	Local organizational briefings. Up to 60 min (Optional)
1700	Family briefing. Same format as 1000 briefing with conference bridge. Duration could be up to 120 min.
1800	Press briefing.
1900	Local agency briefing
<b>Note:</b> Questions relating to the Organizational Structure will be asked at the briefings, especially at the press and family briefings.	

### 5.12 SAT Leader Checklist

TASK	NOTES AND DETAILS	WHO IS RESPONSIBLE	Check ✓
<b>BEFORE LEAVING KUWAIT</b>			
Locate at least two satellite phones, preferably more		SAT Team Leader	
Locate the SAT Emergency kit and arrange for transportation to site	Bags are located at KWI	SAT Team Leader	
Ensure a list detailing those travelling with SAT is left behind with CMT		Team Coordinators	
Check equipment and documents of those travelling		Team Coordinators	
Make a skills assessment of the SAT members		SAT Team Leader	
Purchase any “techy” equipment that may be required and not available at site		VP IT	
Collect press pack, if available on departure		SAT Team Leader	
CMT will answer, as far as possible, Incident Site Questionnaire and give complete whilst SAT are in transit.	This will form the basis of the arrival briefing	SAT Team Leader	
<b>PLANNING WHILST IN TRANSIT</b>			
Consider what further equipment is needed and how will it be procured		SAT Team Leader and VP IT	
Consider what further facilities and skills will be required		Team Leader and Team Coordinators	

What are the Teams immediate actions upon arrival		SAT Team Leader	
Consider what is the best use of the local management		SAT Team Leader	
Allocate the team roles	Get maps of local area	SAT Team Leader	
<b>ON ARRIVAL AT INCIDENT SITE</b>			
Obtain a briefing from SEC, senior rep or ERP Manager before proceeding further.	Use the SAT Arrival Briefing Questionnaire as a framework for the briefing	All	
Make Health and Safety Risk Assessment of each area for staff, survivors and families.		Safety Compliance Monitoring Manager	
Establish a command centre with appropriate security and privacy	Consider the command centre checklist for equipment needs	SAT Team	
Establish communications with the CMT in KWI and establish a timetable of contact	Maintain an open line. Reports should cover Status, Problems, Actions, Costs and Policies	Communication Team and VP IT	
Locate secure accommodation for the SAT members, survivors, victims of the catastrophe. Also prepare accommodation for families arrival	Separate accommodation for SAT members and customers	SAT Team	
Establish where the crew members are being accommodated	A crew management team will be arriving to take responsibility for crew members	SAT Team Leader	
Establish where the survivors are and their status. You may have to “seek out” information and locations	Which hospitals/clinics are involved.	SAT Team Leader	
Establish where the deceased have been taken. You may have to “seek out” information and locations	Beware of temporary mortuaries and local conditions	SAT Team Leader	
Defuse and seek solutions		SAT Team Leader	

Establish a timetable of daily briefing sessions	Organisational, Interorganisational, families and press	SAT Team Leader	
Make contact with the Emergency Operation Center and Mayor of town, or Council leader as applicable		SAT Team Leader	

TASK	NOTES AND DETAILS	WHO IS RESPONSIBLE	Check ✓
<b>ON ARRIVAL AT INCIDENT SITE (cont)</b>			
Contact the nearest consular office.	Ensure they are kept informed of all developments	SAT Team Leader	
Authorise levels of expenditure for team leaders in the field	All expenditure must be recorded and receipts kept	SAT Team Leader	
Make contact with local service providers	Create a local contact list	Local Orgs and Service Provider Team	
Make contact with local opticians, dentists, clinics, pharmacy		Local Orgs and Service Providers, Team Leader	
Make contact with local stores and welfare/charity agencies and religious centers	Clothes, food, drink and charity	Local Orgs and Service Providers, Team Leader	
Co-ordinate the needs of the families, survivors and victims.	Transport, special needs, meeting rooms, medical asst	SAT Team Leader	
Follow up all rumours and determine truth.	Need for a “red herring chaser”	SAT Team Leader	
Contact SATs from other organisations and include them in the daily briefings if possible		SAT Team Leader	
Establish a Family Assistance Centre away from the Emergency Operation Centre	Focus point for survivors, families and victims	SAT Team Leader	
Prepare to accompany survivors home	Some may wish to travel on alternative transport	SAT Team Leader	
Seek advice on legal & insurance issues.		SAT Team Leader	
Assess corporate financial exposure	Daily reports must go back to Lead CMT Team in KWI	Finance	
Liaise with KWI on all press issues		Team Leader	

Support the local station and assist with other disrupted or delayed passengers		SEC	
Establish local lines of credit	Hotels, car hire, taxi firms, supermarkets, clothing stores etc	Finance	
Establish a petty cash fund and process		Finance	

TASK	NOTES AND DETAILS	WHO IS RESPONSIBLE	Check ✓
<b>ON ARRIVAL AT INCIDENT SITE (cont)</b>			
Log and record all events, decisions and issues	Send a daily copy of log to KWI	Log Keeper	
Prepare for the arrival of families and friends		SAT Team Leader	
Prepare for the arrival of support teams such as Local rescue/fire fighting etc		Local Orgs and Service Providers, Leader Team	
Timetable briefing sessions for organisations, survivors, families & staff		SAT Team Leader	
Recruit local interpreters if required		SAT Team Leader	
Ensure adequate security measures are in place for staff and customers at the hospitals, morgues, hotels and meeting areas		SAT Team Leader	
Establish a record system of all casualties and victims of the catastrophe		SAT Team Leader	
Design a roster system for the SAT members and plan for their relief		SAT Team Leader	
Respond to the needs of the SAT members out in the field	Team Leader and Team Co-ordinators in Emergency Operation Centre	SAT Team Leader	
Evaluate the SAT members health and well being on a daily basis	Beware of fatigue, stress, and shock	SAT Team Leader	
Prepare to handover responsibility and management of tasks and teams to next team	There may be a change in lead teams after first few days	SAT Team Leader	
Prepare to close down and withdraw		All	

<b>END OF DAY REVIEW</b>			
Ensure other business teams are aware of your daily handover arrangements		SAT Team Leader	
Consider the team continuity arrangements – need for shifts and/or additional resources		All	
Ensure the log is effective		All	

Consider likely future actions and issues		All	
Review key cost areas and inform CMT		Team Leader	
Review priorities		All	
Review team welfare issues		All	

### 5.13 Station Emergency Coordinator checklist

#### Emergency Site Support Team Responsibilities and Authority Responsibilities;

- Collecting and reporting information to the SAT Leaders.
- Complete the checklists and actions detailed in this Crisis Management Manual
- Act on instructions from the SAT Leaders.
- Ensure a full list of all customer/employees involved in the emergency is passed to the SAT Leaders.
- **DO NOT** issue statements to the press unless authorized to do so by the SAT Leaders on the instructions of the Crisis Management team
- Establish contact with the local Police, Medical and other related emergency services. List all appropriate contact numbers.
- Establish contact with Area Managers of other tour operators involved, if appropriate.
- Log all actions taken.
- Make preparations for the Special Assistance Team (SAT) prior to their arrival on instructions from the SAT Leaders.
- Provide a briefing for the SAT based on the SAT Arrival Questionnaire and prepare for handover to the SAT Leaders.
- Provide all assistance to the SAT.
- Establish location of all injured customer/employees, i.e. to which hospitals have they been taken.
- Arrange accommodation/transport for the SAT.
- Prepare a site map for the SAT to use on their arrival.
- In the case of an incident, the above action will be required but in conjunction with instructions from the SAT Leaders. The control of an aircraft incident is the responsibility of the SAT Leaders.

Any individual spend that exceeds KD 1,000 (one thousand) must be referred to the SAT leaders. This authority expires on handover of responsibility to SAT leader.

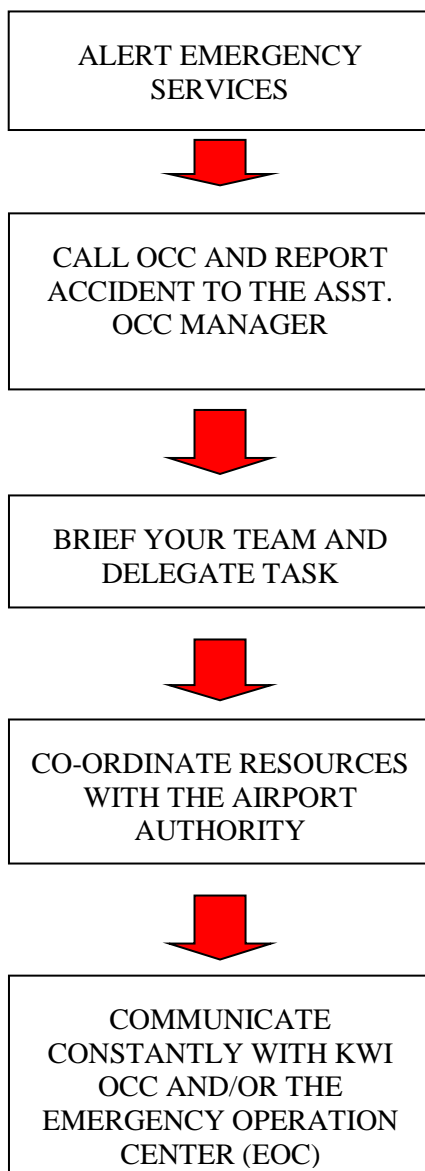
#### Checklist

- Provide SAT Leaders with all known relevant facts concerning the incident
- Complete checklists for the SAT Command Centre (5.13.1 & 5.13.2)
- Act on instructions given by the SAT Leaders
- Direct all press enquiries to the Communications Team
- Establish contact with the local service providers
- Establish contact with the emergency services
- Establish contact with other Tour Companies involved
- Log all actions taken
- Prepare for the SAT arrival
- Establish a command centre for the SAT
- The SEC will help the SAT leader to establish the PHA, RHA, and PMA which are required by the SAT FAC for family assistance.
- Prepare accommodations, transport and reception for the SAT
- Obtain a briefing from the SAT Leaders for the SAT arrival

### Contacts;

Team Leader	Station Manager
Deputy	Station Supervisor
Team Members	Station Staff, Kenyon Incident Site Coordinator

### 5.13.1 SEC Checklist



Station Emergency Coordinator CHECKLIST				
ACTION	TICK	NOTE	REMARKS	LOGS (Date & Time)
Call the emergency services and give details of accident				
Set a room as <b>SAT command room in coordination with Kenyon Incident Site Coordinator</b>		Use checklist 5.13.1		
Call out your team and instruct them to report to the SAT command room		The SEC will help the SAT leader to establish the PHA, RHA, and PMA which are required by the SAT FAC for family assistance.		
Contact the airport authority and to aid in the process of establishing the PMA, RMA, & PHA				
Remind airport authority that no statement must be made on behalf of company until authorized by company Management				
Update the SAT leader how to contact Emergency operation center(EOC)		Brief your staff fully		
As soon as is practicable update the Emergency Operations Center (EOC) with a status report from the airfield and continue with updates every 60 mins				
Contact all local transport companies and place on standby, when necessary				
Co-ordinate resources with the airport authority and Handling Agent		Divide staff into teams with set purpose		
Anticipate additional resources arriving from company Head Office and make arrangements for lodging, transport and food.				
In the event of an accident the injured and deceased will be taken to hospital. Maintain a liaison with the ambulance service coordinator		It is important to know who goes where.		
Allocate a log keeper		Keep a written log. Tape player may be useful		



Make provision for the passengers awaiting the return sector. Inform them of what has happened and coordinate with Commercial Department for alternative transport		There may be valuable resources amongst these passengers		
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### 5.13.2 SAT Command Centre Checklist;

The SEC must ensure that the items mentioned below are available for the SAT team.

RECOMMENDATION	NOTES	CHECK
<b>LOCATION</b>		
AWAY FROM SURVIVORS, FRIENDS AND RELATIVES		
SECURE AND ALARMED		
<b>FACILITIES</b>		
HOT AND COLD WATER		
HEAT AND/OR AIR CONDITIONING	PORTABLE FANS IF BASIC ACCOMMODATION	
ADEQUATE LIGHTING		
SEPARATE WC		
POWER POINTS		
TELEPHONE POINTS		
KITCHEN AREA	KETTLE, DRY STORES STORAGE	
WATER COOLER		
REFRIGERATOR		
Internet access		
<b>OFFICE FURNITURE</b>		
CHAIRS	ENOUGH FOR 4 WORKSTATIONS	
DESKS	ENOUGH FOR 4 WORKSTATIONS	
FILING CABINETS		
WHITEBOARDS	X3	
SAFE FACILITIES	FIREPROOF	
STORAGE FACILITIES	PAPER, FAX ROLLS, TELEX ROLLS, DOCUMENTS ETC	
KEY CABINET	CARS, LOCKERS, ROOMS, STORAGE FACILITIES	
<b>WORKSTATION EQUIPMENT</b>		
MONITORS		
PCs	PENTIUM 3, MODEM, INTERNET ACCESS, CD-	

	ROM	
PRINTER		
FACSIMILE		

RECOMMENDATION	NOTES	CHECK
<b>WORKSTATION EQUIPMENT (cont)</b>		
PHOTOCOPIER		
SCANNER		
TV	SKY/CNN /BBC	
RADIO	MULTI BAND BUT SHORT WAVE MAY BE USEFUL IN REMOTE AREAS	
<b>MISCELLANEOUS</b>		
SAFE PARKING AREA	CLOSE BY AND WELL LIT	
ACCESSIBLE 24 HOURS		
OFFICE CLEANING	CONSIDER DOING THIS YOURSELF	
SECURITY		
HEALTH AND SAFETY ISSUES	FIRE ALARMS, DRILLS, SMOKE DETECTORS, ACCESS AND EGRESS	
<ul style="list-style-type: none"> <li>• ACT AS ONGOING LIAISON WITH KENYON EMERGENCY SERVICES, IF DECIDED BY CMT:</li> <li>• ENSURE THAT KENYON IS GIVEN ANSWERS TO THE QUESTIONS IN <b>APPENDIX 33</b></li> <li>• COORDINATE WITH KENYON SITE COORDINATOR AT THE INCIDENT SITE</li> <li>• PROVIDE UPDATE INFORMATION ON THE INCIDENT AS IT BECOMES AVAILABLE TO THE CMT FROM THE INCIDENT/ACCIDENT SITE.</li> </ul>		

**SATK:** Based on the activation of Kenyon by Jazeera Airways, a team of 19 **SATK (Special Assistance Team Kenyon)** members will be sent by Kenyon to the incident site. The SATK members will activate Kenyon's home base Crisis Management Center (CMC), which will act as an incident point of contact between you and Kenyon; sustaining a consistent open line of communication. The Kenyon home base CMC will stay activated until Kenyon operations are up and running at / or near the incident site or as long as deemed necessary. SATK will be supervised by Kenyon during incident operations. These members will be assigned to the FAC, "Meet and Greet" areas, the homes of non-traveling families and hospitals. Their main role is to take care of and look after the surviving family members

#### 5.14 FAC Checklist

The primary aim of the FAC is to provide assistance to families of passengers and reunite the passengers with their relatives. The FAC will assist passengers/relatives with immediate needs, such as food, water, medical support and other amenities. Relatives will need to fill out the passenger inquiry form (PIF) (Appendix 4, 8.4) & passenger record form (PRF) (Appendix 5, 8.5) will be filled by SAT FAC, to help identify resources needed and to match passengers with their friends and relatives. The SAT leader and the SEC will decide on the area (in the airport/nearby hotel) where the following will be set up for family assistance:

- 1) Passenger Holding Area (PHA)
- 2) Relatives Holding Area (RHA)
- 3) Passenger Matching Area (PMA)

The above will be known as FAC center. FAC deployed at the PHA should maintain contact with SAT leader giving regular updates. The Current company call center number will serve as the Telephone Enquiry Number. The same (177) needs to be published in the PHA. The PHA facility should be airside in a private secure location and away from Media and the public with adequate seating and sanitary facilities. Passenger should have access to blankets, emergency clothing, catering, tissues and telephones for uninjured to call loved ones. The Relative Holding Area (RHA) is a discreet area where family and friends of those passengers on board the affected aircraft can assemble and wait in privacy for news of loved ones. Access should be restricted to those that can name passengers / crew on the affected flight. This should be a private and secure location away from the media and the general public. All Jazeera staff should be briefed on its location. The Passengers Matching Area (PMA) is an area in the airport terminal where uninjured passengers and relatives are reunited with each other after being matched in the registration process. For the Reunion processes, the uninjured passengers registered in the PHA, will be matched with the family and friends that are registered in the RHA. The SAT FAC will match the filled PIF with the PRF to match passengers with relatives. The passenger and his/her family should be allowed to spend as much time as they need in the in the PMA before moving on. Consideration should be given to ensuring there is a private and discreet exit from/out of this area or the terminal so those passengers are not forced to leave through crowds of media and public. Call center Manager will set aside four call centre agents to handle the calls for enquiries (Telephone Enquiry). Call center should also send all Appendix 7 (Telephone Enquiry Form) forms which are filled to the PHA for easy reunion. Call center Manager should ensure that next of kin details are filled up against the manifest to inform or communicate passenger details with their relatives.

TASK	NOTES AND DETAILS	WHO IS RESPONSIBLE	Check ✓
With the SAT leader decide on a place nearby (airport/hotel) and make it the FAC center in coordination with Kenyon Incident Site Coordinator		SAT team leader,	
Assist the passengers and relatives to move to the FAC center			
Update the SAT leader with a status report from the FAC area and continue with updates every 60 minutes		FAC	
Assist passengers in making them feel as comfortable as possible		FAC	
Assist passengers/relatives with immediate needs, such as food, water, medical support and other amenities.		SEC	
Make sure sufficient washrooms /toilets are available		SEC	
Make access to telephones available		FAC	
Make Relatives fill out the passenger inquiry form (PIF) (Appendix 4, 8.4)		FAC	
SAT FAC will fill out Passenger record form (PRF) (Appendix 5, 8.5) by asking the passengers their details.		FAC	
Assure complete assistance to relatives and passengers in this time of need.		FAC	
In the PMA match the PIF and PRF and handover the passengers to their relatives.		FAC	
Receive the TEC from call center team and match details with PRF.		FAC	
Inform call centre to update all TEC candidates with the location of FAC center		FAC	
Update SAT leader about total matched passengers and relatives.		FAC	
Ensure one FAC staff is with the injured passengers at the hospital		FAC	
Coordinate with relatives for the injured passengers		FAC	
With local authorities ensure that Death Certificates and transportation permits are made available to transport remains of dead passengers to base.		SAT team leader	

### 5.15 Post Emergency Coordinator Checklist

TASK	NOTES AND DETAILS	WHO IS RESPONSIBLE	Check ✓
<b>PREPARING FOR CLOSURE AND WITHDRAWAL</b>			
Publicise the close down date in advance	If possible give 72hrs notice	Team Leader	
Set dates for the closure of each communication system	Ensure there is an alternative if needed	IT and OCC Manager	
Collate all reports and paperwork	Do not throw <b>anything</b> away	All	
Meet with all organisations and identify the following; 1. What is needed to be handed over and to whom 2. What equipment and facilities have to be returned to KWI 3. Responsibilities that will be allocated to other teams 4. The reduction in resources and how this will effect the robustness of the operation		Team Leader and Coordinators	
Communicate with survivors and families if they are remaining on site: 1. Introduce them to the new co-ordinator(s) or point of contact 2. Confirm the time and date of withdrawal completion	Long term injuries and families continuing on hols	Team Leader	
Speak with landlords and sharing tenants		Team Leader	
Speak with the govt authorities		Team Leader	
Return transport and close contracts		Team Leader	
Return all other equipment and close contracts		All	
Confirm in writing the date of withdrawal to all organisations who have or are offering services or credit		Finance	
Package all equipment for the return to KWI		All	
Arrange for all equipment to be shipped to KWI Head Office	Confirm someone will be there to receive the equipment	Team Leader	
Settle all accounts	Hotel, car hire, premises, rental, lease etc	Finance	

TASK	NOTES AND DETAILS	WHO IS RESPONSIBLE	Check ✓
<b>PREPARING FOR CLOSURE AND WITHDRAWAL (cont.)</b>			
Forward all shipping documentation (copy) to the nominated receiver in the KWI		Team Leader	
Task each team member with settling his/her account before departing to KWI base	Check documentation / receipts	Team Leader and Finance	
Visit all organisations that have contributed to the care and wellbeing of casualties, families and sat members	Thank them for their help	All	
Organise a corporate gift if suitable for all organisations	Perhaps a donation to a charity that has assisted	Team Leader	
List all organisations and remit to HQ for official thank you letter		Team Leader	
Before departure meet specifically with CMT who will assume responsibility	Clear up any last minute issues	Team Leader	
Hand back the keys!		Team Leader	

### 5.16 GO Team Checklist

GO Team CHECKLIST				
ACTION	TICK	NOTE	REMARKS	LOGS (Date & Time)
As soon as is practicable update the Emergency Operations Center (EOC) with a status report from the airfield and continue with updates every 60 minutes				
Composition of the investigation team				
Take photographs and if possible videotape all activities for future reference				
Take custody of all baggage and personal items of passengers and crew when released by the Inspector of Accident. Store these in a secure protected and guarded area.				
All passenger items, regardless of condition, should be made available to be returned to the family. Prior to return or viewing of such baggage and personal items, family should be asked first if they want items as-is or cleaned. If cleaned, they should be made to look as presentable as possible				
If possible such items should be returned to family personally. Items should be disposed of by the company until approved by family and all items must be kept for 18 months.				
On arrival at the airport open a line with the airline operations or Emergency Operation Center				
On arrival at the airport open a line with the airline operations or Emergency Operation Center				
Assist family members as they depart the site of occurrence and provide contact person who will continue to be the airline interface with the family after the family returns to their residence.				
Reasonable expenses will be paid by the company for the next-of-kin to visit a hospitalized passenger. The Emergency Response Team Finance Coordinator will provide the necessary approvals.				
Identification of deceased after they have been removed from the scene of the accident will be supervised by Local Police; however this should be coordinated with the Go Team				

In discussion with a passenger and/or their representatives, exercise extreme care to avoid any response that could be taken as admitting a liability on the part of the company for the payment of expenses predicated upon responsibility for the occurrence of the accident.				
Assist the local authorities in the conduct of the accident investigations.				

### 5.17 SAT Members

In the event of an accident/incident and depending on the nature of the incident, the Safety Compliance Monitoring Manager/ERP Manager will select the SAT members from the pool of candidates along with a Kenyon Incident Site Coordinator.

### 5.18 Jazeera Family Assistance Program

#### 5.18.1 Family Assistance Team Responsibilities

The Family Assistance Team has overall responsibility for providing emotional and logistical support to victims, friends and family. The majority of team members will be located at the Family Hotel near the site of the accident. In some cases, team members may be asked to visit families in their homes as well.

- Report to the Family Assistance Coordinator.
- Receive your assignment from the SAT leader.
- Help organize “Meet and Greet” representatives at various airports as families and friends arrive, if required.
- Work with the Go Team Family Assistance Team Coordinator to arrange for ground transportation, as required.
- Represent the company with victims, families and friends.
- Introduce yourself to your assigned victims, families or friends and explain your role.
- Determine if any of your assigned victims, families or friends require urgent attention or action.
- Provide victims, families and friends with updated company-approved information as soon as it is available from Communications Team.
- Inform flight crews, in-flight and stations when victims, friends and family are traveling so that they can be properly escorted.

#### Do not:

- Speculate as to what happened.
- Admit to fault, or try to find fault, for what happened.
- Speak to the media.
- Facilitate the processing of financial and travel requests.
- Attend briefings called by the SAT leader.

#### 5.18.2 On-Site Family Assistance Team Responsibilities

The on-site Family Assistance Team has overall responsibility for providing emotional and logistical support to victims, friends and family. The majority of team members will be located at the Family Hotel near the site of the accident. In some cases, team members may be asked to visit families in their homes as well.

- Upon notification, pack for 7-10 days.
- Report to the Go Team Family Assistance Coordinator.



- Secure travel arrangements from the Commercial team at the HQ Command Center.
- Upon arrival, proceed to the designated Family Hotel.
- Obtain a site security badge.
- Receive your assignment from the Go Team Family Assistance Coordinator.
- Help act as “Meet and Greet” representatives as families and friends arrive, if required.
- Work with the Go Team Family Assistance Team Coordinator to arrange for ground transportation, as required.
- Represent Jazeera with victims, families and friends.
- Introduce yourself to your assigned victims, families or friends and explain your role.
- Determine if any of your assigned victims, families or friends require urgent attention or action. This could include not only providing information, but also providing clothing, medical attention, personal hygiene items, counseling, information about the return of personal affects, or help finding local religious services and support.
- Facilitate victims, families or friends’ departure from the site as required including air travel and ground transportation.
- Provide victims, families and friends with updated **company-approved** information as soon as it is available.
- Facilitate the processing of financial and travel requests.
- Attend briefings called by the Go Team Leader and the Go Team Family Assistance Coordinator.
- Onsite Family Assistance team should stay in separate Hotel
- Arrange for a memorial service for the fatalities and their family members.
- Maintain contact with victims and their families to provide updates on the progress of the investigation and other related matters

**Do not:**

- Speculate as to what happened.
- Admit to fault, or try to find fault, for what happened.
- Speak to the media.

Recent years have shown an acknowledgment that an aircraft accident involves not only victims of the accident, but also extends to the distress and pain suffered by the families of victims. International experience confirms the need for distinct and sensitive treatment of Victims and the families of victims, involved in an air carrier accident.

This has received explicit international recognition with the publication by the International Civil Aviation Organization (ICAO) of Circular 285, Guidance on Assistance to Aircraft Accident Victims and their Families.

While response agencies can provide some immediate assistance as a result of an aircraft accident, the principal responsibility for assisting victims and their families rests with the Airlines

As per Kuwait DGCA Air Accident & Incident Investigation Policies and Procedures Manual and in accordance with KCASR part 13, in case the accident or serious incident occurs in Kuwait, the following additional rules will apply while dealing with families of the passengers (victims).

1. The general responsibilities of dealing with families of accident victims lie with Jazeera Airways
2. DGCA/AIC (Accident Investigation Commission) in liaison with Jazeera Airways shall provide relevant and timely information to the families of the victims and the accident survivors, information to the families and survivors on issues of immediate concern ,

such as the release of personal effects held as part of the investigation , and progress on the investigation. If any personal effects need to be retained by the DGCA/AIC investigators shall coordinate with Jazeera Airways in this regard.

3. If Jazeera Airways needs to facilitate visits to the accident site for the families of the victims. It shall be noted that there will be occasions when visits to the accident site are impractical for accessibility reason. The policy may also restrict the visits to the site
  4. During visits to the accident site by families of the victims, whenever DGCA/AIC investigators are required to brief the families, Jazeera Airways shall coordinate in advance. In the longer term, the DGCA /AIC may also need to provide the families and the survivors through Jazeera Airways from time to time with the updates on the progress of the investigation.
  5. Some families and survivors may consider that they should be entitled to listen to the cockpit voice recording and to have access to a transcript of the cockpit voice recording. Such requests shall not be acceded to as disclosure of cockpit voice recordings and transcripts is contrary to the international standards in Annex 13.
- The expectation of the accident survivors or their families (eg dissemination of timely information) should be borne when communicating with them. The following actions may also have to be considered :
  - To remind accident victims and their families that an investigation results in safety recommendations based on the causes , contributing factors and conclusions of the investigation , and that these safety recommendations are aimed at preventing a repetition of such tragedy ,not at determining any blame or liability
  - To reassure accident victims and their families that neither political bias not cultural orientation nor economic considerations will affect the conclusions of the investigations

### 5.18.3 Family Assistance FAQ's

#### 1) How did it happen?

Explain you are not sure of the exact details that caused the accident, which the DGCA will investigate and develop the exact facts. Explain that initial details are normally brief and assure the family that more details will follow. Assure the next-of-kin that you will get answers to their questions and will revert to them in due course.

#### 2) Where are the remains and where will they be sent?

Explain that the remains will be identified by the medical authorities. Upon completion of that process they will be shipped to the funeral location of the primary next-of-kin's choice at no cost to the family. Sometimes this can be a very slow process.

#### 3) How will the airline keep in contact with me?

Give them your name and explain you will be the contact person until they are personally contacted by the district authorities, if they so desire.

#### 4) When will the remains arrive?

Assure the next-of-kin that when bodies are released by medical authorities they will be intimated.

#### 5) Can we see the remains?

No, but we will let you know when DGCA / Medical Authority / Police permit the same

#### 6) Can I go to the scene of the accident?

Yes. We have made arrangements with a hotel nearby and will provide for your transportation there. When would you like to go? Let me work on the details and I'll get back to you. (Do not

make travel arrangements for next-of-kin until you have verified their loved one was on the flight. Make reservations after confirmation).

**7) What if family members aren't on speaking terms with each other?**

Plan to act as liaison between family members who refuse to talk directly with each other about the accident. This includes divorced parents who won't converse directly with each other. But make every effort to let each family resolve its own issues.

**8) When do we schedule the funeral?**

They can select a funeral home, but do not make any arrangements. Tell family not to sign any agreements or contracts until notified that it is okay. Planning the funeral service can begin. The family should not make a firm funeral date until arrival of the remains at the funeral home. (From past accidents, some families have signed agreements only to find out that the body was never found and they already purchased plots, caskets, etc.)

**9) Who are primary next-of-kin?**

In this order: 1) spouse; 2) oldest child if not a minor; 3) father / mother (if no children or children are minors.)

**5.18.4 Telephone Enquiry Center (TEC) Checklist**

TEC CHECKLIST				
ACTION	TICK	NOTE	REMARKS	LOGS (Date & Time)
All TEF will be sent via email to SAT leader				
All agents receiving calls on #177 regarding the emergency will fill TEF				
Call center manager to assign 3 supervisors to handle all enquiries regarding the emergency to relatives				
TEF will be matched with PIF in PMA				

**5.18.5 Contracted services for Call Center**

Kenyon International Emergency Services is subcontracted by Jazeera Airways to provide a Kenyon International Call Center (KICC), including:

- Providing a specialist call center
- Providing trained staff who are well versed in several languages
- Answering Inbound calls come from survivors, family members/friends, media and general public
- Notification calls are made to the families/friends who have loved ones directly involved in the incident.
- Data Management Team to consolidate passenger with families
- provide contact information to the families of survivors,
- contact shelters and hospitals, alerting them to the fact that families are providing information to a centralized call center and can provide a link between locations, or provide contact information to the families of survivors
- to make travel arrangements for the family and friends

- Providing mass updates to families/friends after they have left the family assistance center
- become the single point of contact for all people to call

To activate the KICC use Appendix 34