



Emergency Response Manual

In case of aircraft accident initially inform
Situation Room in Karachi Tel: +92-21-4674972,
(+92-21)4673961, 9242339, Fax: +92-21-9242361
E-mail: khiovpk@piac.com.pk


Within 30 Minutes (or ASAP)
Emergency Response Centre (ERC)
will be activated Tel: (+92-21) 4674862,
(+92-21) 9242273, 4673817, 4674890, 9242232,
Fax: (+92-21) 9242258
Cells: (+92-301) 8255545, 8200296, 8256665
E-mail: erm@piac.com.pk

For actions in detail, see your checklist inside the Plan.

 **PIA**
Pakistan International
Come Fly With Us

ATM: → Sajid. Sayum → piac.com.pk
(2nd email of Tariq Memon)

03213771716 zeeshan → Amir

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I am delighted to have the first ever manual of crises management issued in order that Airline can respond to a crises situation, such as aircraft accident, aircraft crash, hijacking etc. in a systematic and organized manner without any ambiguity of whatsoever nature. Experience of such situations has shown that whenever such an accident does occur, people would understand and reconcile to the reality of an accident without blaming the airline, but they will not forgive or forget, the carelessness, insensitivity, or lack of clear decision to meet the needs of aggrieved families of the passenger or our own crew or survivors / their families. It is with this objective in view a comprehensive manual has been prepared in order to ensure that PIA's response is second to none in the industry in this respect.

As a first step in the month of September, 2005 an interim Emergency Response Plan was issued in which Head Office Team and Station Team were identified alongwith their duties and responsibilities. Initially ER Room was setup at JIAP with necessary facilities to ensure that airline can react to any emergency in a systematic and organized manner. Besides regular updates on this all important subject to the ManCom, an organization of ER Management was approved and through a proper selection criteria this organization is in its place. ERP offices have been setup at Flight Simulator Building near PTC and construction is on the way at this place for the state of art Emergency Response Centre (ERC), as well and an Emergency Call Center for implementing the precise requirements of ERP. In the meantime, ERC has also been shifted to the Simulator Building and has started functioning with skeleton facilities. ER centers of some of the major domestic locations have also been identified which will be dedicated for handling such emergencies. Training courses have been conducted on the subject of family assistance through hiring specialized services of various international organizations, such as ASC Canada, Institute of Psychotrauma, Switzerland etc. Enlisting of volunteers is continuing and uptill now we have enlisted around 700 volunteers to handle the envisaged crises should it occur at any time.

Here I would like to add a cautionary note. Whereas, the prescribed manual provides various actions that are required to handle an aircraft emergency or disaster, there is a dire need to inculcate and infuse basic spirit amongst ourselves at all management levels to be in state of preparedness at all times for which the ERP team would carry out training programs as on regular basis. Above all we must be convinced ourselves that accidents do happen in life and state of preparedness for this purpose should not be underestimated, and is the only way to effectively handle an emergency.


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The Emergency Response Manual (ERM) comprehensively covers how to handle the emergency soon after the news of the accident from activation of Emergency Response Centre to consequential actions in arranging for a Go Team, activating family assistance team, and dispatching volunteers for necessary action to the accident side or to assist aggrieved families, to activating of the station team nearest to the place of the accident. At the station level the ER team will be responsible to station head whose duties and responsibilities have also been laid down in the manual. Therefore, at the station level each station head / regional head is expected to go through with the manual, to handle such an emergency and activate his station team, which has already been laid down in the manual. This manual would henceforth be a part of the handing over taking over kit between the Station Heads, for which HR Division will issue necessary instructions.

Duties and responsibilities of key individuals have been laid down in the manual and all Departmental Heads would be responsible for ensuring that their portion of ERM is disseminated to the key individuals, as well as those individuals who would be handling the emergency in their respective areas. PTC / ERP team would organize regular courses during the year and when-ever such courses are notified all departmental heads must ensure that the required number of individuals are released for such courses or ERP exercises or programs organized by the ERP team.

ERC at Head Office has to be fully equipped with all important telephone numbers for handling emergencies at all domestic / international stations for which the format has already been circulated to all domestic / international stations. This will be updated every three months by the ERP team to incorporate changes if any. The process of inducting required technology for call center as well as call back center has already commenced and we expect to complete this area of activity in the next six months. The program for training the team members and volunteers has also commenced and aprox. 250 employees have already been trained for this activity. Regular updates in this respect have been provided to ManCom by the ERP team. Finally the present ERM has been prepared with the involvement of all operational departments as well as those departments who would be required to be involved in this exercise such as HR & Administration and Public Affairs.

The above shows the various concerted actions taken by the PIA Management to give the airline proper ERP to cope with any crises connected with an aircraft accident.

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Whereas I fervently hope that this situation may not arise, ever in PIA, we cannot rule out emergency of nature outlined above. I do sincerely hope the crises Management Manual is given due respect and importance it deserves. Needless to add that failure to take appropriate action during such a situation at any level of management would invite strict punitive action against the responsible person.

I expect all concerned to go through the ERM in detail and support ERP team with regular updates, in order that the manual has updated information incorporated in it at all times. I am confident that we would achieve our objective through dedicated hard work and mutual corporation in all areas.



Tariq Kirmani
Chairman & CEO

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We are happy to issue the 2nd Edition of PIA Emergency Response Manual. This contains the revised procedures and updated contact lists.

Contents of the first edition were reviewed in consultation with the departments and where needed new additions have been made and in certain area existing procedures have been changed for further betterment and ease.

Chapter arrangement has also been revised to facilitate a more user friendly version.

I will take the opportunity to reiterate that on transfer, officers should make it a part of handing over – taking over inventory.


All those who have been assigned duties as per this manual should also intimate the Emergency Response Planning Section on erm@piac.com.pk so that a revision could be issued accordingly.

Your colleagues in Emergency Response Planning Section are committed to provide best possible arrangements to help you coping-up the emergencies and we always welcome your valuable suggestions to make the procedures further improved to suit the need of the hour. So please feel free and come with your valuable inputs to strengthen the organized and coordinated response to accident and incident thus reducing the material losses and human sufferings.

Kind regards,



Anwaar Rasul Khan
SVP Coordination

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I am happy to acknowledge that this Emergency Response Manual has been prepared as per the IATA Guidance Material on the subject. Good industry practices and the procedures of some of the major airlines have also helped in preparing this document.

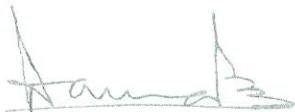

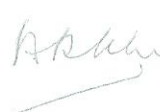
I would like to thank all the departmental representative who were nominated by various departments to hold meetings with us and finalize the Emergency Response Manual. Finally I would like to acknowledge untiring efforts of ERC Team to accomplish this vital and important task in relatively short span of time. I sincerely hope that the manual will serve its purpose as and when required by the airline. Following departmental nominees participated in this manual.

➤ ENGINEERING Mr. Amir Ali, Mr. Usman Latif,	Chief Engineer Business Development Aircraft Engineer
➤ FLIGHT OPERATIONS Mr. Jamil Khan Mr. Kauser Jafri Mrs. Lubna Saeed	Flight Engineer Manager Routes & Navigations Automation Officer
➤ INFORMATION TECHNOLOGY Mr. Abdul Aziz Sanghi	General Manager Computer Services
➤ FLIGHT SERVICES Mr. Hafizullah Shaikh	Mgr. Flight Services
➤ COORDINATION Mr. Muhammad Fayyaz Mrs. Atiya Sikandar Mr. Muhammad Khalil Bhatti	M/C to SVP Coordination Admin. Officer Staff Officer
➤ FLIGHT SAFETY & HSE F.O Rizwan Ahmed Mr. Ahmad Naseem	Asstt. Mgr. Corporate Safety Safety Officer
➤ MARKETING Mr. Nazir Shaikh	Mgr. Haj & Charter Planning
➤ ADMINISTRATION Mr. K.B. Jadoon	Mgr. Industrial Relations
➤ SECURITY Maj. Shahid Khan Toro	Security Manager South
➤ FINANCE Mr. Israr Hussain Mr. Kazim Ali	Mgr. Funds Management Accounts Officer Insurance
➤ MEDICAL Dr. Khalid Masood	Medical Officer
➤ PUBLIC RELATIONS Ch. Bashir Ahmed Mr. Sameer Nizami	Mgr. Public Relations Public Relations Officer
➤ LEGAL Mr. Muhammad Ismail Khatak	Asstt. Mgr. Legal Services
➤ ERP TEAM Mr. Tariq Moen Mr. Jamil Khan Mr. Jawed Mansha Mr. Muhammad Aamir Memon Mr. Sajid Qayyum Mr. Khursheed Ahmed Khan	DGM Emergency Response Planning Flight Engineer (On Attachment) Manager Family Assistance Asstt. Manager Family Assistance Senior ERP Officer ERP Officer

With a good proven response plan and integrated efforts emergencies could be dealt efficiently to minimize the losses. God Bless.


(ANWAAR RASUL KHAN)
SVP COORDINATION

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Step	Name	Designation	Signature	Date
Prepared by	ERP Team	ERP Team		12 th February, 2007
Reviewed by	Tariq Moen	DGM ERP		16 th February, 2007
Approved by	Anwaar Rasul Khan	SVP Coordination / Emergency Director		16 th February, 2007


Distribution List (Hard Copy)

1. Chairman & CEO
2. Deputy Managing Director
3. Chief Financial Officer
4. All SVPs
5. All General Managers / Equivalents
6. All Station Heads
7. All Station Managers

Note: The Emergency Response Manual can be accessed by all employees on PIA Website.

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2	Alarm & Mobilization	01	08	12 February, 2007	00
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4	Emergency Response Center (ERC)	01	22	12 February, 2007	00
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9	Other Critical Emergencies	01	63	12 February, 2007	00
10	Useful Contact Numbers	01	21	12 February, 2007	00

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ARR	Arrival
ATC	Air Traffic Control
ATS	Air Traffic Services
BBP	Blood Born Pathogen
CAA	Civil Aviation Authority
CAR	Civil Aviation Rules
CE	Chief Engineer
CISD	Critical Incident Stress Diffusing and Debriefing
CISM	Critical Incident Stress Management (Peer Support)
CIQ	Customs / Immigration / Quarantine (Health)
CP	Chief Pilot
CRC (A)	Crew Reception Centre – Airside
CRC (L)	Crew Reception Centre – Landside
CST	Crash Site Team (Eng and Airport / GHA Staff)
CVR	Cockpit Voice Recorder
DEP	Departure
ED	Emergency Director
ECC	Emergency Call Centre
DGCAA	Director General Civil Aviation Authority
EMPM	Emergency Management Procedure Manual
ERC	Emergency Response Centre
ERM	Emergency Response Manual
ERP	Emergency Response Plan
E&A	Emergency and / or Accident
ETA	Estimated Time of Arrival
ETD	Estimated Time of Departure
FAC	Family Assistance Centre
FAST	Family Assistance & Support Team
FCC	Field Control Centre
FCOM	Flight Crew Operating Manual
FDR	Flight Data Recorder
FS&HSE	Flight Safety & Health Safety Environment
DFDR	Digital Flight Data Recorder
FOM	Flight Operations Manual
GDC	General Operations Control
GMCC	General Manager Central Control
ICAO	International Civil Aviation Organization
IVR	Interactive Voice Response (Callout System)
JFSOC	Joint Family Support Operations Centre
MCC	Maintenance Control Centre
MC	Media Coordinator (Located in ERC)
MEL	Minimum Equipment List

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MOR	Mandatory Occurrence Report
NOK	Next of Kin
NTSB	National Transportation Safety Board (US)
PCAA	Pakistan Civil Aviation Authority
PIF	Passenger Information Form
PNL	Passenger Name List
PPE	Personal Protection Equipment
PRC	Passenger Record Card
R&M	Relatives & Meeters
R&M (A)	Relatives & Meeters Gathering Area (Airport)
RA (A)	Reunion Area (Airport)
RA (O)	Reunion Area (Off Airport)
SAR	Search and Rescue
SAT	Special Assistance Team
SECR	Station Emergency Coordination Room
SIB	Safety & Investigation Board
SITREP	Situation Report
SMS	Safety Management System
SOS	Save Our Soul
SRC (A)	Survivors (Passenger) Reception Centre - Airside
SRC (L)	Survivors (Passenger) Reception Centre – Landside
SRM	Situation Room Manager
SM	Station Manager
TECR	Town Emergency Coordination Room
VHF	Very High Frequency

REVISION RECORD

Revision Number	Date Updated	Detailed	Updated By

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1.1 MISSION

The PIA Emergency Response Plan will endeavor to handle and deal with major mishaps involving PIA aircraft, and / or any emergency affecting PIA’s operations, in an efficient and expeditious manner. It will ensure timely humanitarian assistance and compliance to all relevant laws and regulations.

The PIA Emergency Response Manual shall enable relevant PIA’s departments, organizations and individuals having defined roles to deal with emergencies in a systematic and organized manner. Such emergencies include aircraft accidents, aircraft crash, missing aircraft, hijacking, or any other situation which in the opinion of Emergency Director compels to activate “Emergency Response Centre” (ERC). All these individuals are fully prepared, trained and exercised in their emergency response to perform roles concerning Operational, Humanitarian, Media, and Corporate issues.

The ERP Section will maintain and enhance all personnel, equipment and other infrastructure resources available, which are required to conduct any emergency response effectively and efficiently, and to demonstrate its ability to ensure that the Corporation is prepared to encounter any Emergency. It would be at a short notice to activate all departments, in order to mobilize their resources to meet the emergency.

The resources required alongwith defined roles have been clearly laid down in the respective departments Emergency Response Plans. Whenever there will be any change in their roles and equipment, the respective department will be responsible to promptly notify all concerned. It needs to be emphasized that from the standpoint of stations as well as from the standpoint of head office, the manual will need continuous updating, which can only take place if the Station Heads at Foreign & Domestic Stations are fully involved and take active interest in updating the ERP records.

1.2 OBJECTIVES

- Establish an efficient coordination and communication system required to respond to any PIA aircraft accident / crisis in a systematic and organized manner, in accordance with PCAA / IATA / IOSA requirements.
- Establish a well organized Emergency Response Centre (ERC).
- Establish Special Assistance Team Centre and other required Centres of activities, for effective utilization in case of Emergency and / or accident (E&A).

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- Establish a trained team of volunteers charged with providing relevant and accurate information, and other services to relatives and friends of PIA aircraft accident victims in the shortest possible time.
- Form a Family Assistance & Support Team (FAST) which will comprise dedicated volunteers from various departments of the airline.
- Train FAST members in matters related to humanitarian support and family assistance e.g. manning Call Centre, attending to uninjured passengers and victims' families, or other humanitarian duty in case of an emergency / accident.
- Respond to the Media during crisis, in such a way that the reputation of PIA in emergency response is enhanced.
- Deploy the Field Team for an aircraft accident within 3 hours of initial accident notification.
- Ensure that all PIA stations (domestic / international) have the best possible emergency response plans plus trained emergency response staff, in order to respond effectively, efficiently and expeditiously to a local aircraft accident crisis (The local ERP should be integrated with ERP of the airport concerned).
- Ensure that PIA's Karachi based Departments have the best possible emergency response plans and trained emergency response staff, in order to respond to emergency / accident, whether at Karachi or at any other station.

1.3 EMERGENCY RESPONSE PLANNING (ERP)

In Airline Industry, Emergency is normally associated with an aircraft accident involving fatalities, injuries, hull loss or a serious incident (high profile accident), in which a substantial damage to the aircraft and / or property occurs.

How well an organization responds to Emergency is, in large part, a function of plan preparation and practice. Nobody can begin to prepare after the phone rings! Effective performance during the heat and chaos of Emergency is impossible without proper preparation, allocation of adequate resources, and practices. As such, an ERP has to be developed, updated, often discussed, practiced, and kept in total readiness for immediate application.

As such, the intent of any 'ERP' will always be to bring about a level of preparedness, which will effectively influence the aftermath associated with managerial, emotional, financial, legal, public, and social aspects that surround an aircraft related Emergency. The commitment of an operator to minimize the human suffering is the driving force on which an 'ERP' is based upon.

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The ‘Emergency Response Plan’ for an operator begins with the FIRST HOUR, and may linger on for weeks, months or for years altogether. Needless to mention that the onus of responsibility and involvement is much greater for an operator as compared to an airport authority.

A well conceived ‘ERP’ enhances the ability to focus on resources for the right activities, in order to obtain best possible results. In addition, knowing what to expect, when to expect it, and understanding the Emergency Response Process, greatly helps to off-set the confusion, besides reducing the financial impact for the operator.

1.4 RESPONSIBILITIES OF THE AIRLINE


Major responsibilities of the airline, in the event of any Major accident / emergency are:

1. Ensuring welfare of passengers and crew.
2. Reporting accident to Civil Aviation Authority (CAA) Pakistan.
3. Coordinated release of Information and Evidence to the Authorities.
4. Receive the uninjured passengers and crew members.
5. Receive meeters and relatives of victims.
6. Provide necessary assistance to family members of victims.
7. Assist and inform Next of Kin (NOK) regarding passengers & crew.
8. Notification to the insurance underwriters.
9. Preservation of evidence as far as possible.
10. Technical Support to the accident site.
11. Liaison with the investigation authorities.
12. Preservation of passengers / crew and company property, as far as possible.
13. Information to the general public.
14. Aircraft wreckage removal (after getting clearance from appropriate authority).

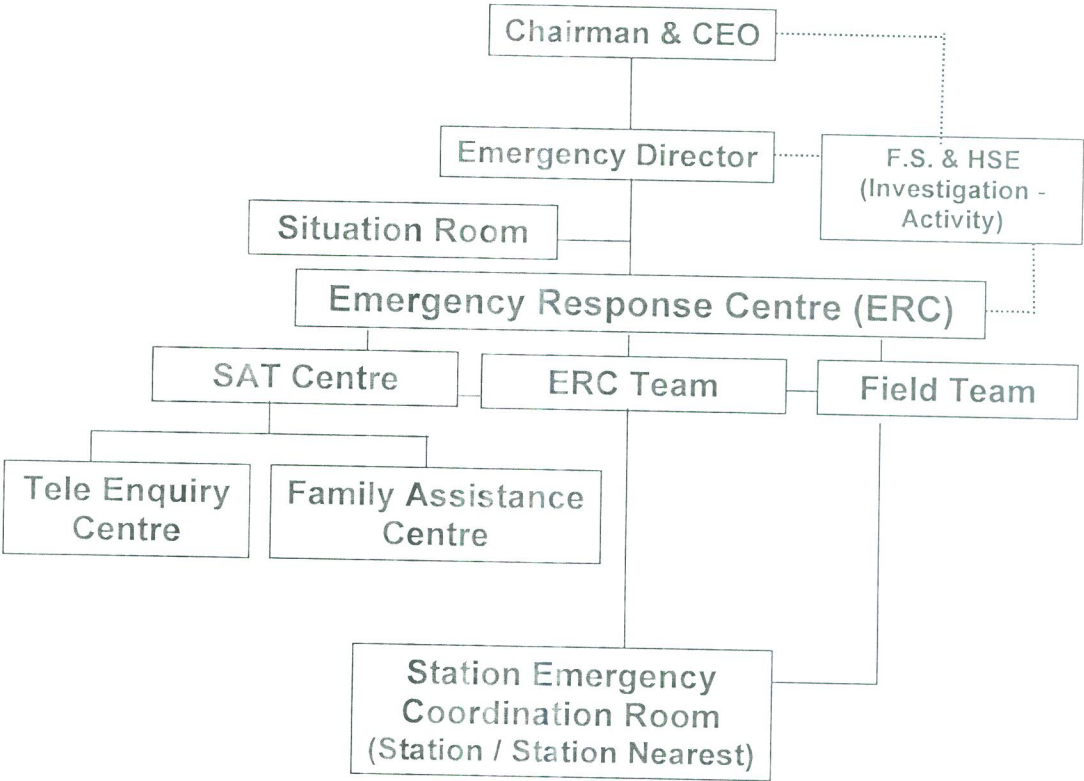
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1.5 RULES AND REGULATIONS GOVERNING AIRCRAFT ACCIDENTS

- PCAA CAR 1994, ANO 91.0020 and other documents on the subject
- Local Civil Aviation Authority (Local Requirements)
- ICAO Annex 13 “Accident Investigation”
- JAA JAR-OPS “Accident Handling – Airline”
- Foreign Carrier Act (USA)
- NTSB (Family Assistance Act for USA based Airlines and Airlines from other countries operating into USA)
- IATA – ERPWG, Naming Convention for Emergency Plans
- IATA Ground Handling Agreement (How to Order)
- IATA Airport Handling Manual 2004 – Chapter: Emergency Procedures
- IOSA (IATA Operational Safety Audit Requirements)
- ICAO Airport Services Manual, Part 1 Rescue Fire Fighting, Part 5 Removal of Disabled Aircraft, Part 7 Airport Emergency Planning
- ICAO Circular on Guidance to Support Victims of Aircraft Accidents
- Federal Family Assistance Plan for Activation Disasters (2000)
- PIA Safety Management System Manual

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1.6 PIA EMERGENCY RESPONSE



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1.7 COMPOSITION OF EMERGENCY RESPONSE TEAMS

- 1. ERC Team
- 2. Field Team
- 3. Special / Family Assistance Team
- 4. Station Team

1.7.1 ERC TEAM

Stays at Airline Emergency Response Centre and provides support to the Field Team, Station Nearest, Special / Family Assistance Teams and to Accident investigation activities. This team exercises the central command for the overall coordination of external and internal information, communication, and response at all locations.

1.7.2 FIELD TEAM

Proceeds into activity of the accident site or station nearest, to provide support to the station, liaison with agencies, and represent the company at the accident site, Airport Emergency Operation Centre (EOC managed by PCAA) and Family Assistance Centres.

1.7.3 STATION TEAM

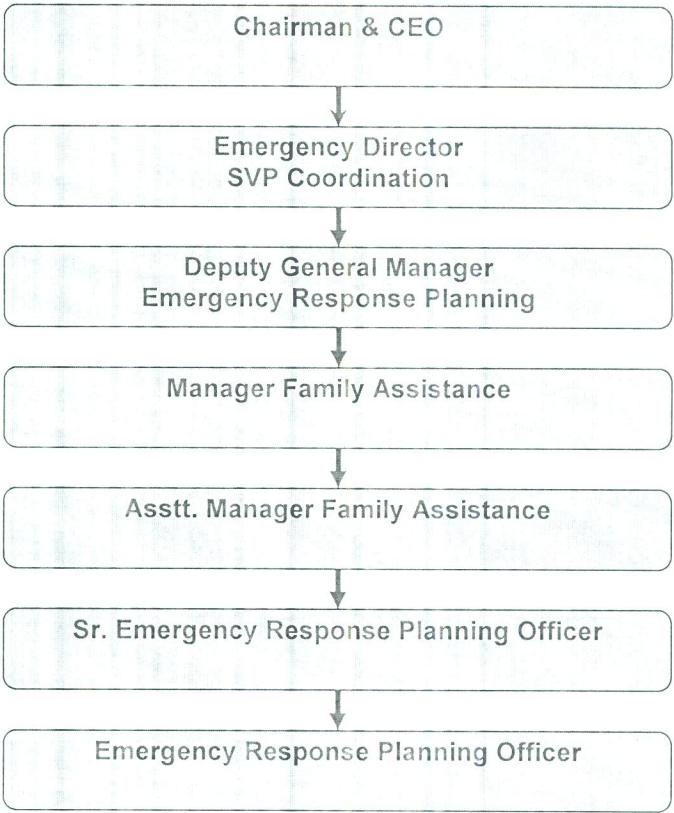
Stays at the stations to coordinate with the ERC team at Head Office and to execute specific responsibilities related to uninjured passengers, relatives and other family assistance matters, including transportation, boarding, food and return of personal belongings. Providing full support to Field Team also falls in the purview of Station Team's functions.

1.7.4. SPECIAL / FAMILY ASSISTANCE TEAM

Special / Family Assistance Teams deal with the inquiries from public, survivors and their families, develop official passenger manifest and coordinates with the Next of Kin notification or immediate family (Next of Kin) member.

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1.8 Organizational Structure – ERP




1.9 TRAINING & EXERCISES

1.9.1 TRAINING

Team Members and Volunteers should go through the training courses in their specific areas. Emergency Response Planning Section will arrange the training courses and refreshers for ERC Team, Field Teams and Volunteers. Departmental Heads should ensure the participation of their team members in these courses. Area / Station Heads should arrange the training of their staff in required ERP / Family Assistance Courses in coordination with ERP Section. Sample Form for recording the details is given at Form ERP-42 of Chapter 8.

1.9.2 EXERCISES

Training & Testing exercises / drills for ERC Team, Field Teams and Volunteers will be organized at Head Office by the ERP Section. A full scale exercise will also be conducted after two years besides exercises of different units.

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Different departments and stations will conduct periodical in-house exercise in coordination with ERP.

After the exercises and actual events, “de-briefing sessions” will be conducted to discuss the plus points and shortcomings. Preventive actions suggested in the result of these sessions shall be communicated to the concerned activity heads, and implementation will be followed up accordingly by each department. Sample Form for recording the details is given at Form ERP-43 of Chapter 8.

1.10 EMERGENCY RESPONSE MANUAL (ERM)

No Airline is immune to an accident. With a good proven response plan, the airline has an excellent chance to negate some of the negative aspects of the accident. Pakistan International Airlines is proud to provide safe and comfortable air transportation. In the event of an aircraft accident, assurance of welfare to our passengers and crew members requires us to take prompt and effective actions.

This Emergency Response Manual shall enable us to respond immediately and effectively to a PIA aircraft accident or incident. The manual is designed to provide guidance for PIA Emergency Response Team Members to mobilize and action to the highest level in order to fulfill our responsibilities as an airline.


Our Emergency Response Teams consist of PIA employees from several departments, which are led by the Emergency Director.

This manual is a part of the PIA Emergency Response Plan and is designed to assist PIA and Ground Handling Agency staff in the handling of an aircraft accident or high profile incident.

The objective of the Emergency Response Manual (ERM) is to:

- Introduce the Emergency Response Team Members to the PIA Emergency Response Plan (ERP).
- Enable Emergency Team Members to react effectively to an Emergency Team mobilization in order to:
 - Ensure Passenger and Crew Welfare
 - Protect Passenger and Crew Members Property
 - Protect PIA Property
 - Ensure Good Image of PIA

A copy of the ERM is assigned to each Emergency Team Member of the PIA Emergency Response Organization.

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The manual is designed to enable every Team Member to begin work in his particular function, start liaison with other employees within PIA and with Agencies outside PIA.

The ERM contains checklists for specific functions, which are assigned to PIA Employees, as well as Managers of Ground Handling Agencies. It is essential that an Alternate person be assigned to every Team Member position and that the Alternate is able to fully perform the function in the absence of the Primary Team Member.

At PIA Line Stations, our Station Heads with their staff will immediately respond, to fulfill our local responsibilities at the Station Nearest to the Accident Site, and the Departure and Arrival Stations. At Stations, where services are provided by one of our Ground Handling Agents, initial response will be performed by local Ground Handling Agency staff until relieved by our Field Team.

PIA employees, who are not on the Emergency Response Teams, can contribute to meeting our responsibilities as an airline, by ensuring uninterrupted normal operation in all areas of the company.

With combined efforts of all of us, we shall meet our responsibilities and continue to demonstrate our dedication to safety and welfare of our passengers and employees.

1.11 MANUAL PURPOSE

Purpose of this manual is to describe preparation and operating procedures of the PIA ERP, when responding to a PIA (or other airline) E&A or other related crisis.

1.12 REVISIONS

Revisions will be distributed as complete new documents. Individual revision pages will not be issued.

Amended, deleted text will be indicated in the latest revision by a vertical bar to the right hand side of the general area where previous text has been changed. All vertical bars from previous revisions will be removed in the latest revision

Readers noting factual, syntax and typographical errors are requested to advise manual owner accordingly.

Suggestions for improvement of this document will be gratefully received by the manual owner. Please forward any such suggestions to erm@piac.com.pk

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1.13 EMERGENCY RESPONSE CENTRE (ERC)

▪ **Interim Emergency Response Centre (Simulator Building)**

Presently, Interim Emergency Response Centre is functioning from Simulator Building PIA Training Center, Karachi. It had been provided with required Operational Room, Emergency Call Centre, IT Support, Televisions for News Channels, Multimedia Projector, Fax Machines, White Board, World Map, Google Earth, Communication Facilities and Emergency Kits etc.

▪ **Proposed Emergency Response Centre (Flight Operations Building)**

A fully equipped state of the art Emergency Response Centre is being established at PIA Flight Operation Building, Karachi. Layout of the Proposed Emergency Response Centre is attached.

1.14 SPECIAL ASSISTANCE TEAM CENTRE (SAT CENTRE)

Special Assistance Team Centre mainly comprise two parts: Telephone Enquiry Centre and Family Assistance & Support Team / Volunteer Centre. Presently, Emirates Emergency Call Centre in conjunction with the PIA Contact Centre will serve the purpose of Telephone Enquiry Centre, and Volunteers will be gathered at PIA Training Centre. PIA Emergency Call Centre is being established at ERC in two phases i.e. 20 seats in the year 2006 and additional 30 seats in the year 2007.

1.15 EXTERNAL / MUTUAL SUPPORT AGREEMENTS

Different organizations and teams also provide emergency response support at various stations and these should be the part of Station Emergency Plans. PIA has also entered into following agreements:

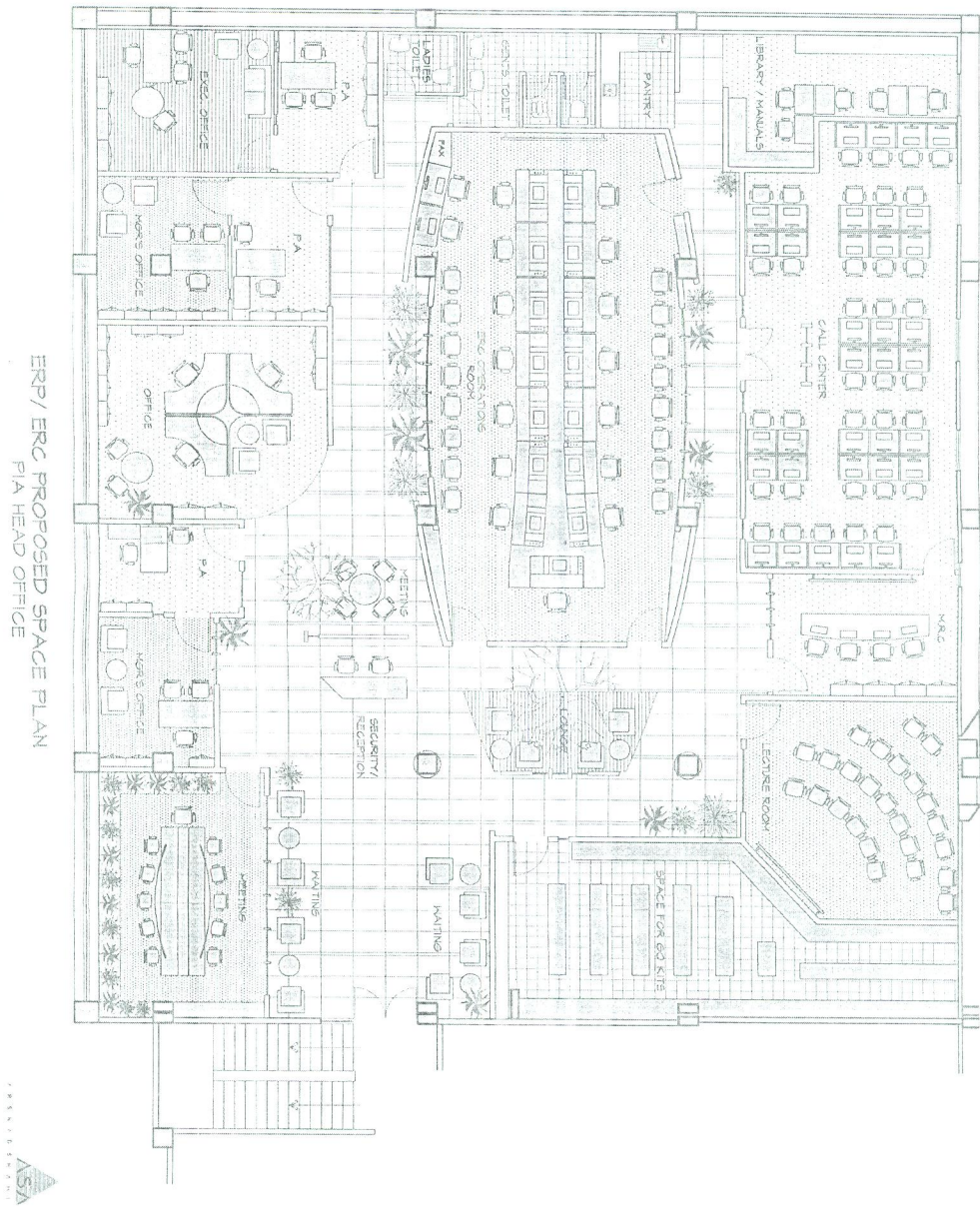
- ➔ Use of Emirates Emergency Call Centre by PIA. Through this agreement Emirates will activate its Emergency Call Centre to meet the PIA Accident.
- ➔ Mutual Cooperation & Support Agreement. This agreement will facilitate PIA to utilize Emirates Resources at Dubai, Sharjah, Abu Dhabi & Muscat. In return, PIA will render its services at Karachi, Lahore, Islamabad and Peshawar to assist Emirates in case of an aircraft accident to Emirates Aircraft.
- ➔ Use of Post Crash Services of Blake Emergency Services, UK. These services include Advise and assistance in regards with Care Teams, Victim Identification, Property, Mental Health and coordination with appropriate local authorities in different parts of the world particularly the West.

Level of their activation will be determined by ERC at the hour of need.

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1.16


PROPOSED LAYOUT OF
 PIA EMERGENCY RESPONSE CENTER (ERC)
 AT FLIGHT OPERATIONS BUILDING, KARACHI



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2.1 CALLOUT PROCESS

On receipt of the emergency notification, Situation Room Manager will classify situation as Category "A" or Category "B" requiring the appropriate response.

The initial category assessment will be made by the Situation Room.

2.2 CATEGORIES OF ACCIDENTS & INCIDENTS

This manual is primarily applicable to accidents or incidents that occur while the aircraft is "In operation" (ICAO Term).

"In Operation"

Means: "The period of time during which a crew member or passenger, boards aircraft with intention of flight, until such time as all persons have disembarked".

Accidents and Incidents falling within "In Operation" are considered Aircraft Accidents or Incidents respectively.

Accidents falling outside this definition are considered Ground Accidents.

To facilitate appropriate alarm and response procedures within PIA, a categorization system for accidents and incidents have been adopted.


Checklists for all Emergency Team Members, Stations and Ground Handling Agencies are applicable to both for Category "A" or Category "B" type of response.

2.3 CLASSIFICATION OF EMERGENCIES & ACCIDENTS – "A" OR "B"

Category "A"

An aircraft accident resulting in Fatal and / or Serious Injury to one or several Passengers and / or Crew Members, and / or resulting in substantial damage to the Aircraft and / or Property (Company and Third Party) is classified a Category "A" Accident.

- Major Aircraft Accident**
- Missing Aircraft (Fuel Exhausted)**
- Hijacking**

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Category A will require full and immediate activation of PIA “Emergency Response Plan.”

Category “B”

Airborne Emergency or High Profile Incident. Any type of emergency condition while Airborne or on Ground in which Assistance or Guidance to Flight Crew become necessary, such as:

- a. Aircraft accident (other than a major aircraft accident or missing aircraft)
- b. Bomb Threat
- c. E&A to Mutual, Code Share or Charter airlines
- d. Ground Accidents: A major ground accident that results in substantial damage to company property or life or serious injury to personnel caused by disaster, fire, explosion or mishap, jet blast damage or injury
- e. Public Health Emergencies

The initial category assessment will be made by Situation Room

On receipt of an emergency notification, **Situation Room will classify** emergency, depending upon situation as:


“Category A” will entail *a full and immediate emergency response by PIA,*

or

“Category B”, will require assessment prior to the level of emergency response to be decided. Emergency Director is informed, who in consultation with Chairman / Key SVPs will decide the level of ERC activities.

Emergency Director may decide in consultation with key SVPs to mobilize Emergency Response Teams for other potentially serious or high profile incidents, especially where Welfare of Passengers and Crew Members are to be ensured (Hotels, transportation after an unscheduled landing etc). Also, where potentially the Company Image, News Media Relations and Legal Protection of PIA may become an issue, and need to be protected.

Accordingly, level of the ERP activation for **ground accidents or other emergencies** will also be decided by the Emergency Director.

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2.4 SITUATION ROOM (KARACHI) CHECKLIST

In case of an accident at Karachi, Local Emergency Services will first be notified as per details given in Station Emergency Plan Karachi.

1. On getting accident information, Situation Room Manager will categorize the accident or emergency into Category "A" or Category "B" as described in point 2.3.
2. If time permits, check authenticity of the accident message.
3. Activate following emergency notification procedure:
 - 3.1 On getting Aircraft Accident Category "A" PIA Situation Room Manager (by using his phone 9242339) will dial PIA Contact Centre on 924 2323 or 111-786 -786 or 3464 asking to connect Duty Officer and will request him to notify all ERP Team Members.
 - 3.2 Situation Room Manager will ask Operations Control Manager to **IMMEDIATELY** send an e-mail about the accident to Contact Centre Address khircpk@piac.com.pk.
 - 3.3 Duty Officer PIA Contact Centre will verify and authenticate by calling back on 9242339 or 4674972 or 4673961.
 - 3.4 In case of a Category "A" Accident Situation Room Manager will ask Station Controller to immediately lockout the Manifest of the accident flight. In case of Category "B" Accident Situation Room Manager will first consult Emergency Director. Once the Manifest is locked, ERC will be able to open the Flight Manifest and will forward it to departure station for verification task.
 - 3.5 Situation Room Manager will also telephone Duty Communication Officer PIA Exchange on 4444 or 3333 for notifying Key Team Members as per available list.
 - 3.6 Activate relevant checklists to ensure that relevant emergency services / agencies are notified of the accident.
 - 3.7 Inform personally in the following order:
 - Emergency Director / SVP Coordination 0300-8228250
 - SVP Flight Operations 0300-2009045
 - SVP Engineering 0300-8242337
 - SVP Flight Services..... 0300-8226241

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- SVP Flight Safety & HSE..... 0300-2138183
 - GM Central Control.....0300-8231270
 - GM Security.....0300-8278287
 - Any other relevant executive / person
4. Calls from the family members of crash involving all Twin Otter, ATR or B-737 Flights and Airbus Domestic Flights will be handled locally by PIA Contact Centre. For rest of the aircraft, Situation Room Manager will seek clearance of Emergency Director from 0300-8228250 (Alternatively: SVP IT 0300-8275473 / DGM ERP 0301-8255545) and will call Emirates 24 hours Operations Call Centre on 00-971-4 220 0100 or 00-971-4 220-0222 or Mobile 00-971-50 6244781 for activation of Emirates Emergency Call Centre. If within 15 minutes no one could be contacted he will directly send the message to Emirates.
5. Once approved as 4 above, Situation Room Manager will also ask Operations Control Manager to **IMMEDIATELY** send SITA Message on DXBOMEK & DXBUAEK and e-mail on SMNC1@emirates.com & eccmanager@emirates.com with a copy to erm@piac.com.pk containing the message "A PIA AIRCRAFT (TYPE.) PK- - - - HAS MET AN EMERGENCY. PLEASE ACTIVATE EMIRATES EMERGENCY CALL CENTRE FOR PIA SUPPORT".
6. Obtain update of the emergency situation. Consider maintaining an open line to emergency location.
7. Emergency Response Centre (ERC) will start functioning within 30 minutes of the notification. Till such time, Situation Room will continue coordinating the accident related activities.
8. In case of an accident of Category "B", the Situation Room Manager will consult with Emergency Director / SVP Coordination and other concerned SVPs, to decide the level of activation of ERP.

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2.5 INITIATING EMERGENCY SEQUENCE FROM PIA CONTACT CENTRE

No	Action	Time
1.	On getting Category "A" Accident information from Situation Room Manager's Phone 9242339, Duty Officer PIA Contact Centre will verify and authenticate, by means of calling back on 9242339 or 4674972 or 4673961.	
2.	Duty Officer Contact Centre will check the e-mail sent by Situation Room Manager on khircpk@piac.com.pk	
3.	Duty Officer Contact Centre will then inform System Administrator. Sequence can be initiated by sending SMS to server, call to server and by using web interface.	
4.	Administrator will initiate calls / SMS to Emergency Response Team / FAST Volunteers as defined in ERC document list.	
5.	In case first priority personnel in any category is not available, second / next priority lists will be informed accordingly.	
6.	Calls from the family members of crash involving all Twin Otter, ATR or B-737 Flights and Airbus Domestic Flights will be handled locally by PIA Contact Centre. For rest of the aircraft, Management will take the decision if the Emirates Call Centre is to be utilized.	
7.	Duty Officer PIA Contact Centre will inform Contact Centre agents of emergency and designated agents will immediately login to ERC profile.	
8.	System Administrator will also activate Call Diversion Facility enabling Contact Centre agents to divert the Calls to Emirates Call Centre.	

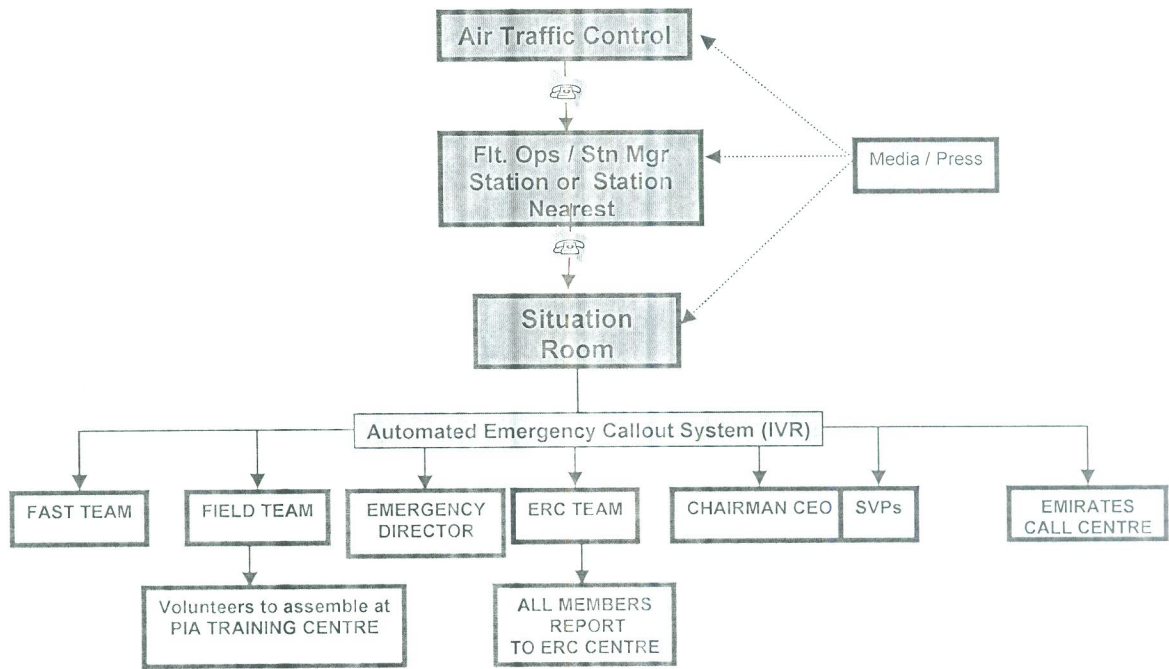
2.6 INBOUND CALLS FROM RELATIVES OF PASSENGERS AT PIA CONTACT CENTRE


No	Action	Time
1.	Next of Kin / Relatives of Customer Pax / Crew Calls at designated number +9221-111-786-786.	
2.	Calls will be received by general category of call center agents.	
3.	Agent console will be activated for call diversion.	
4.	Calls will be diverted to Emirates ERC.	

2.7 INBOUND CALLS FROM ERC FIELD TEAMS AT VARIOUS LOCATIONS

No.	Action	Time
1.	For giving updates from Field, SRC, Hotels, Hospitals etc., ERP / Volunteers Team calls designated numbers +9221-9242229 & +9221-9242352, +9221-9242284, +9221-9242360, +9221-9242358.	
2.	Calls will be diverted to designated agents.	
3.	Designated agents will update individual passenger records with latest information and send this information to Emirates ERC via email / fax and where necessary via phone. Alternatively, such calls can be diverted to Emirates ERC.	

2.8 PIA E&A – CALLOUT FLOW




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3.1 CHAIRMAN & CEO

1. Inform major government functionaries such as Minister of Defence, Secretary of Defence, Director General CAA, and Minister of Information and whenever required, keep them informed of various actions being coordinated at Head Office / Field station for this purpose.
2. Ensure that ERC is fully functional at Head Office immediately on the receipt of news of aircraft accident / crash, and ensure that ERC team members nominated for this purpose are available in the ERC and performing their functions for damage recovery, passenger assistance, family assistance, and are taking necessary decisions pertaining to Family Assistance Team. and Field Team.
3. Visit ERC (if required initially) to ensure that planned actions as per ERP are in place and coordination between various departments is smooth, fast and efficient. During this first visit analyze the incident in consultation with other SVPs / Key Heads and formulate a strategy to mitigate the consequences of the incident.
4. Ensure availability at Head Office or at location nearest to site of aircraft accident / crash if required.
5. You are keep in hearing updates from Emergency Director and other operational SVPs (Flight Operations, Flight Services, Information Technology, Engineering, Human Resource & Administration, Marketing, Flight Safety & HSE) of actions being taken at Head Office, as well as at field level.
6. Advice all concerned for ensuring the conformity of all actions to established coordination function. PCAA as well as IATA / IOSA instructions in this respect.
7. A press release cleared by Chairman & CEO will be issued by Emergency Director / General Manager Public Relations within one hour of the fatal accident.
8. The first press conference within three hour of a fatal accident will be held by Chairman & CEO. Emergency Director, SVP Flight Operations & SVP Engineering would also be present during the first press conference.
9. All subsequent press release issued by G. M. Public Relations will require clearance by Chairman & CEO in consultation with Emergency Director.
10. Obtain regular briefings from Emergency Director on the situation, as well as other SVPs (Flight Operations, Flight Services, Information Technology, Engineering, Human Resource & Administration, Marketing, Flight Safety &

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HSE) and ensure that decisions taken by Emergency Director are being fully implemented.

11. Ensure all SVPs of the organization, in particular of operational units, such as SVP Flight Operations, SVP IT / Communication, SVP Engineering and Maintenance are functioning normally, performing day to day responsibility with minimum disruption, and giving directions to any of the non-operational departments to provide, if required, support to emergency operations.
12. Use good offices to facilitate work of ERC and recovery action by coordinating with top government functionaries such as Ministry of Defence, Ministry of Information, Ministry of Interior, Ministry of Foreign Affairs, Head of Foreign Missions, Head of Respective Armed Forces viz. Pakistan Army, Pakistan Air Force and Pakistan Navy for recovery of aircraft passengers / crew and / or sending human remains from foreign country to Pakistan, as well as visas of GO team, Family Assistance and volunteers (if there is a requirement to send them out of Pakistan).
13. Ensure that Finance Department makes available sufficient funds for ERC teams and prompt payments to the families of victims or to the injured passenger at domestic / international stations, in accordance with IATA / PCAA, ICAO & IOSA requirement, as well as requirement of Montreal & Chicago Convention.
14. Visit deceased Crew Members' houses and hospitals where crew are being treated.
15. Where appropriate, visit deceased passengers houses and hospitals where passengers are being treated.
16. Attend the Duaiya Gathering (Prayers) in Head Office.
17. Ensure that Condolence Letters to Families & Victims are issued with the signatures of Chairman & CEO (Specimen at Appendix "A" to Chapter 3).

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3.2 DEPUTY MANAGING DIRECTOR

1. While the Chairman & CEO will be busy in handling the Emergency & Accident (E&A) situation, DMD has to ensure that normal operations runs smoothly.
2. If the Chairman & CEO is not available / out of station, DMD will confer with the Chairman & CEO on phone and will carry out the necessary parts of Chairman & CEO's Checklist as advised.

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3.3 SVP INFORMATION TECHNOLOGY

1. Ensure that IT departmental reps have joined their duties at ERC.
2. Ensure that Emergency Notification has been given to all required team members and volunteers.
3. Ensure that sufficient number of personnel and workstations are available at Call Centre and calls from Family members of the Victims and other callers are being efficiently received and responded.
4. Ensure that Toll Free (0800.....) and Toll paid numbers..... have been activated.
5. Ensure that Communication with IT is effectively operational.
6. Ensure that Passengers / Crew data have been received from the station of departure.
7. Confirm to secure / lock-out of Passenger Record and manifest in coordination with Passenger Service.
8. Ensure that Contact Centre has established all IT / Communication Links with Emirates Call Centre and call diversions are being done satisfactorily. While authorizing PIA Contact Centre for the activation of Emirates Call Centre, keep in mind that calls from the family members of crash involving all Twin Otter, ATR or B-737 Flights and Airbus Domestic Flights can be handled locally by PIA Contact Centre. For rest of the aircraft, if deemed appropriate authorize Duty Officer Contact Centre to call Emirates 24 hours Operations Call Centre on 00-971-4 220 0100 or 00-971-4 220-0222 or Mobile 00-971-50 6244781 for activation of Emirates Emergency Call Centre.
9. Ensure that all required Phone Numbers have been made operational at Contact Centre and ERC.
10. Periodically ensure the serviceability of all IT Systems and Communication Lines of ERC.
11. Ensure that Live Log System is efficiently being maintained and Periodical information given by Emergency Director is being updated on the PIA Website quickly.
12. Ensure that ERC has required I.T. support.

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3.4 SVP SALES

1. Work as Special Assistance Team Director with the help of General Manager Reservation Planning, General Manager Airport Services, General Manager Computer Services, General Manager Welfare, Deputy General Manager Customer Relations, Manager Family Assistance and FAST Volunteers Groups.
2. Ensure that self and GM Reservation Planning proceed to Emergency Response Centre.
3. Ensure that Next of Kin / relatives of victims and members of Go Team (as required) are provided with the space on PIA Plane / travel facilities to the accident site.
4. Ensure that departmental reps join their duties at ERC and Field / Go team.
5. Maintain normal operations by giving necessary instructions to all Marketing stations on the network.
6. Ensure activation of Special / Family Support Centres at the station of departure and arrival, or any other required place.
7. Arrange issuance of tickets and transportation for victims and their families at the required locations, & for the Go Team (as required).

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3.5 SVP HUMAN RESOURCES & ADMINISTRATION

1. Ensure that H.R. & Admin. and Legal ERC / Field Team members have joined their duties.
2. Ensure that Industrial Relations Section is advised to procure required number of coffins and boxes etc. (if necessary).
3. Security be posted at Emergency Response Centre, Family Assistance Centre(s), to check any unauthorized entry, and also to prevent overcrowding at these locations.
4. If accident is within Pakistan's territory, arrange PIA Guards and local Police at the site of crash.
5. Ask General Manager H.R. to look after the personal affairs of any staff members who might have been on board.
6. Ensure that volunteers are released from their departments for ERP duties (issue a memorandum via e-mail / fax).
7. Ensure that Passport and other documents are being sent on time to the respective stations for necessary action.
8. Visit deceased Crew Members' houses and hospitals where crew are being treated (as appropriate).
9. Where appropriate, visit deceased passengers houses and hospitals where passengers are being treated (as appropriate).
10. Arrange a Duaiya Gathering (Prayers) in Head Office and fix the timings and date in consultation with Chairman & CEO.
11. Provide the required human resource.
12. Also mobilize Scouts.

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3.6 SVP ENGINEERING

1. Ensuring that divisional representatives have joined their duties at ERC and Field Team.
2. Maintaining close coordination with the Engineering Home Base Team.
3. Ensuring the arrangements for disable aircraft recovery through all available resources.
4. Ensuring close Coordination with the manufacturer of the aircraft about the accident through the manufacturer's representative.
5. Ensuring that all concerned documents of the aircraft involved in the accident have been secured.
6. Ensuring availability of one standby aircraft, if required to operate relief flight.
7. Ensuring that all maintenance personnel continue working normal so that no disruption to other services takes place.
8. Visiting the bereaved families and hospitals of Engineering personnel, on board the unfortunate aircraft and extending support through Family Assistance Team Members.
9. Ensuring provision of resources regarding the Maintenance Investigation and Recovery kits.
10. Notifying any changes in the names and contacts of team members representing Engineering in ERP to SVP Coordination / SVP IT, whenever such changes occur due to transfer or attrition.
11. Sit with Chairman & CEO during his Press Conference. If you are going to accident site detail any Chief Engineer for this purpose.

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3.7 SVP FLIGHT SAFETY & HSE

1. SVP Flight Safety & HSE will lead PIA activities related to accident investigation, and coordinate matters on official investigation by President SIB, CAA Pakistan and with Foreign Civil Aviation / Investigation Agencies.
2. Proceed to ERC.
3. Activate PIA Accident Investigation Support Team
4. Confirm that all documents pertinent to the accident have been obtained and secured.
5. Inform DG-CAA, if not already informed.
6. Confirm that SIB and relevant Civil Aviation Authorities have been notified as per procedure.
7. Keep a liaison with CAA, SIB and other relevant Civil Aviation Authorities.
8. Coordinate investigation as per SMS manual.
9. Liaise with Chairman & Emergency Director.
10. Brief Chief Executive about initial findings and immediate remedial action, and on relevant safety and investigation issues / process.
11. Confirm and follow-up the DFDR, CVR, QAR recovery / removal and further relevant procedures.
12. As per situation, proceed to Accident Site and lead the PIA Investigation Support Team.
13. Prepare a preliminary report suggesting immediate remedial measures.

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3.8 SVP FLIGHT OPERATIONS

1. Inform Chairman & CEO immediately on receipt of confirmed and authenticated information.
2. Ensure that Flight Operations' departmental reps have joined their duties at ERC and Field Team.
3. Inform Crew representatives.
4. Proceed to Emergency Response Centre (ERC) or direct a senior representative of Flight Operations to do so.
5. Obtain immediately the authenticated list of Flight Crew involved in the accident.
6. Direct Cockpit Crew Members of Family Assistance team to convey sad news of the accident to the bereaved families.
7. Coordinate with Director Administration for advising concerned Industrial Relations personnel to procure required number of coffins and boxes for crew involved in the accident.
8. Coordinate with Chairman - PIA and Director General – CAA, foreign regulatory body and Government authorities, for operating relief flight to the place of accident, if required.
9. Coordinate the arrangements to facilitate the crew during investigation.
10. Confirm if written statement of the crew have been obtained.
11. Liaise with SVP Flight Safety & HSE in initiating investigational process and other technical matters related to the aircraft accident.
12. Mobilize PIA Passport and Visa Section in arranging necessary visas for the Field Team.
13. Ensure that normal PIA operations are maintained.
14. Sit with Chairman & CEO during his Press Conference. If you are going to accident site detail some one for this purpose.
15. Write condolence letters to families of crew members.
16. Visit houses / hospitals of affected crew (victims).

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3.9 SVP FLIGHT SERVICES

1. Ensure that the Departmental Representatives have been released from the department and joined their duties at ERC and Field / Go team.
2. To visit the ERC and ensure support from Flight Services & Passenger Services Divisions.
3. Liaise with Emergency Director.
4. Ensure that Passenger and Crew Data have been received.
5. Ensure that Passenger Record & Manifest have been secured / locked out in coordination with IT.
6. Ensure Assistance of Flight Services & Passenger Services Support for Family Assistance Teams.
7. Maintain normal operations by giving necessary instructions to all bases on the network.
8. Ensure normal / smooth operation so that no disruption to other services takes place.
9. Obtain immediately the authenticated list of Cabin Crew involved in the aircraft accident and extend support to them through FAST Members.
10. Visit deceased crew member houses and also hospitals where crews are being treated.
11. Write condolence letters to families of crew members.

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Dated: _____

Dear Family Members of _____

I was deeply grieved on the sudden and sad demise of Mr./ Mrs. _____ our valued passenger in a plane crash at _____. Please accept my most sincere condolences.

We at PIA share your moment of grief and pray to Almighty Allah to give you strength and fortitude to bear this irreparable loss. There is no doubt that your whole family and friends will miss him at every step of the way.


With renewed expressions of sorrow and sympathy, we hope that the fond memories of Mr./ Mrs. _____ will give comfort to you.

PIA Team Members have been advised to extend full assistance to the bereaved families. If there is anything that I can do, please do not hesitate to call me or our SVP Coordination on telephone number +9221-4674216 or +9221-4674890.

Chairman & CEO


Family Members of _____

CHS/ ____ / _____

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4. Emergency Response Center (ERC)

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4.1 EMERGENCY RESPONSE CENTRE (ERC)

The **Emergency Response Centre (ERC)** will serve as the central command post for the overall coordination of external and internal information, communication, response, and all relevant decisions. The **ERC** is located at the Simulator building, PIA Training Centre, Karachi, Pakistan:

1. First on arrival of ERC, members are to commence the organization and setup of the centre as per the ERC LAYOUT INSTRUCTIONS. Once setup is complete ensure all phones, faxes, computers, televisions, and other equipment are on line and ready for use within 30 minutes.
2. Once ERC is setup, if the **Emergency Response Planning (ERP) Manager** has not yet arrived, please continue with the ERC **Quick Start Up Checklist**. If completed, please continue with duties specific to you, under your assigned ERC responsibilities in this section.
3. The ERC **Quick Start Up Checklist** includes duties that must be carried out immediately upon notification. It is the responsibility of all ERC members to ensure that the duties are carried out when they arrive at the ERC. The **Emergency Director** is in charge and responsible for the PIA response to the emergency, including:
 - Activation and management of ERC
 - Coordinating the efforts of various departments
 - Orchestration and timing of efforts - when to do what
 - The *only* source where you would give information

Departments should not work autonomously - or between each other without first going through the **Emergency Response Centre**.

NOTE:

It is the responsibility of each ERC Member concern that his all contact information is communicated to ERC. Whenever any change takes place ERP record should be updated accordingly. If and when an ERC member is not able to fulfil his / her responsibilities either temporarily or permanently, they will be obligated to update their information on the ERP Database inform the EMERGENCY RESPONSE PLANNING SECTION by email erm@piac.com.pk or phone numbers 92-21-4674890, 92-21-4674394 or 92-21-4674376, 92-21-4674862.

As members of the ERC team, your responsibilities are very demanding in a very stressful situation. Therefore, it is vital to monitor your personal health and effectiveness throughout the emergency and recognize the need for personal relief / breaks, and adherence to a shift schedule.

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4.2 OBJECTIVES OF THE ERC

To provide the physical infrastructure, a team of trained personnel, relevant plans, procedures and checklists etc., enable the Emergency Director to:


- a. Make the correct E&A response decisions based upon:
 - i. Best available information at the time concerning E&A situation, and
 - ii. Up to date information on available PIA and other resources, used in E&A response
- b. Translate these decisions into expeditious directions to all relevant PIA E&A response teams.
- c. Provide follow-up and support for the E&A response teams.
- d. Based on feedback, continue to make the correct decisions, and issue appropriate direction, related to the developing E&A situation. ERC Report Form is available at Appendix 'C' of Chapter 5.
- e. Be able to mitigate the consequences resulting from the E&A.

The PIA emergency handling philosophy is based upon a response-driven approach, as there are far too many unforeseeable and possible E&A scenarios for the airline to prepare specific plans for specific scenarios.

As such, it is the duty of every person involved with Emergency Response to be fully conversant with the principles and practices of all **relevant** PIA Emergency Response Plans, as detailed in the ERM (Emergency Response Manual).

Accordingly, ERC personnel should have the appropriate mindset to enable them to quickly adapt to developing circumstances, as no two crises are the same.

The information in this Manual is intended to provide all ERC personnel with the framework to be flexible in chaotic and ever changing situations, yet still be able to maintain the required direction, function, and output.

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4.3 EMERGENCY DIRECTOR (ED)

Report to: (For E&A purposes) Chairman & CEO

4.3.1 Main Purpose of Job:

Responsible to the Chairman & CEO for overall ERC functions (Command, Control, Coordination and Communication) during an emergency, with the ultimate goal of achieving successful conclusions, with respect to Humanitarian, Media, Operational and Corporate issues. He will manage and maintain the Emergency Response Planning Section during the normal days for ensuring the effective actions at the hour of need.

- 4.3.2 Responsible for:**
- Activation of ERC
 - All ERP section personnel
 - All other ERC personnel (as delegated)
 - All Home Team and Field teams (as delegated)
 - All Country / Area / Station E&A Teams
 - All other PIA Emergency response teams.
 - All other (third party teams to the extent permitted by the HQ of the organisations of such teams)

4.3.3 Responsibilities:

- Maintain a state of personal readiness for possible activation of the ERC.
- Attain and retain a full working knowledge of ERM.
- Be contactable at all times, especially by mobile phone.
- Make alternative “contact ability” arrangements if in a location where mobile phone signals might be deliberately blocked.
- Ensure that any batteries associated with personal contact equipment always have sufficient charge for the purpose.
- Remain within 60 minutes maximum normal travelling time of ERC. This must account for traffic conditions in Karachi, at different times of the year / day.
- If activated, report to ERC as quickly as safely and legally possible.
- On arrival at ERC during E&A, take over the charge of running the overall Emergency response.

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4.4 EMERGENCY RESPONSE PLANNING MANAGER

Report to: SVP (Coordination) / Emergency Director

4.4.1 Responsible for:

The ERP Manager (Deputy General Manager) assigns the task of day to day administration of the ERC itself, and of the team of Emergency Response Planning.

- To assist Emergency Director in E&A roles and responsibilities.
- In the event of an accident, perform according to the Emergency Response Checklist.
- Maintaining and Updating PIA Emergency Response Manual (ERM).
- Maintaining the PIA Emergency Response Plan (ERP).
- Overall coordination of the development and maintenance of Emergency Response Facilities (ERC, SAT-Centre, Family Assistance Team Meeting Centres).
- Planning and coordinating Training Courses.
- Coordinating Refresher Courses for ERP and SAT Team Members.
- Attendance at Industry Conferences and Training Courses.
- Planning and conducting Exercises for ERP, SAT, Stations and other Team Members.
- Coordinate the activity of the study of local / foreign ERPs of various airports / airlines and incorporating necessary adjustments in PIA ERP with the designated area ERP officers. Similarly, the exercises should be coordinated and their lessons be incorporated for the betterment.
- Keep liaison with countries governmental, defence, corporate, and volunteers resources to make best use of their capabilities.
- Work upon updating Emergency Response as per the picture of airlines safety status and possible weak areas given by FS & HSE.
- Keep track of other operator's responses on their accidents.
- Coordinating activities between Suppliers and the Airline.
- Independent follow-up of all ERP related activities.
- Security of ERC, including supervision of ERC.
- General maintenance of the room itself i.e. decoration, furniture, air-conditioning system, clocks etc.
- General maintenance and testing of all electronic and similar equipment - to include telephones, intercom, PCs, TVs, faxes, SITA printer, printers, whiteboard, scanner etc.

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- Ensuring sufficient stocks of updated telephone lists (hard copy) available.
- Ensure sufficient stocks of relevant Manuals in ERC.
- Update of all Manuals held in ERC.
- Ensuring the sufficient stationery, batteries, fax and printer toners / cartridges etc. are always available.
- Handover duties to a suitable alternate when on leave, sick etc.
- To run the ERC during E&A.
- Study the local airport authorities (foreign airport) ERP and integrate with PIA ERP.
- Study all ERP of airports on Pakistan, (make adjustments in additional PIA places). ER Plans and make adjustments for smooth functioning of ERP at the time of crisis.

4.4.2 Responsibilities:

- Maintain a state of personal readiness for possible activation of the ERC etc
- Be contactable at all times, especially by mobile phone.
- Make alternative “contact ability” arrangements, if in a location where mobile phone signals might be deliberately blocked.
- Ensure that any batteries associated with personal contact equipment always have sufficient charge for the purpose.
- If activated, report to ERC as quickly as safely and legally possible.
- On arrival at ERC during E&A, take over the charge of running the ERC, under overall direction of the Emergency Director.

Specific

On receipt of an emergency notification by Situation Room as “**Category A**”, the **Emergency Response Planning Manager** entails **a full and immediate emergency response**. In case of “**Category B**”, will consult the Emergency director, prior to taking any action.

Notes:

Where an E&A occurs well away from a PIA on line airport, Emergency Manager is to select a “PIA Station Nearest” to the E&A location, from where initial “local” coordination of the E&A might be initiated, if appropriate. Note that it is possible that “Station Nearest” may be many hundreds of miles (or more) away from the E&A location.

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4.5 ERC - QUICK STARTUP CHECKLIST

First arriving person so assigned or Emergency Response Manager will action this checklist, in addition to following his own checklist. This checklist is to be shared with other members as they arrive.

No.	Action Item	Time
1.	Obtain ERC main door key from sealed security box outside the ERC or from Situation Room manager and open up ERC.	
2.	Ensure all equipments are switched on.	
3.	Test all above telephones for functionality. For activation of International dialling from phone number 9242273, please request Duty Communication Officer 4020 or 4299	
4.	Confirm with Contact Centre that all ERC team and field team members have been contacted. If not, proceed to contact all ERC and Field Team Members.	
5.	Assign <i>Emergency Director</i> to telephone number 9242232 <i>Emergency Response Manager</i> to tel No 4674890	
6.	Distribute E&A telephone directories, checklists, log sheets, SITREP sheets, ERP Manuals etc - from storage drawers / cupboard.	
7.	Switch on all TVs and ensure PTV, GEO, BBC World, and CNN are showing. Turn volume down to minimum.	
8.	Ensure all PCs are operational. Internet connection is established. In case of any difficulty, contact IT department on telephone No. 4673554.	
9.	Ensure inbound and outbound faxes are fully functional and loaded with paper. Place spares for fax and extra paper at a convenient, adjacent position.	
10.	Ensure the printer is fully functional and loaded with paper. Place spares for printer and extra paper at a convenient, adjacent position.	
11.	Ensure SITA machine is fully functional. Place spare for SITA and extra paper rolls at convenient, adjacent position.	
12.	Ensure multimedia is fully functional and connected to an adjacent PC.	
13.	Ensure scanner is fully functional.	
14.	Clean off whiteboards if required, Ensure sufficient whiteboard pens and whiteboard dusters are available.	
15.	Lay out sufficient stationery for the operation.	
16.	Ensure that all clocks are functional - and then set to appropriate times. (PST, UTC, Local time at Departure, Arrival and Accident stations).	
17.	In case of any problem contact ERP Manager's Mobile No. 0300-8296242.	

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4.6 EMERGENCY DIRECTOR'S CHECKLIST

This checklist is comprehensive, but is to be used as a guide only. Logic, common sense, expertise, experience, knowledge, skill and other similar qualities are to be used by the EMERGENCY DIRECTOR to ensure that all aspects of the crisis are effectively handled i.e., think “outside of the checklist” where to do so required by circumstances.


Many of the actions required in the checklist are “confirmatory” only, that they require the EMERGENCY DIRECTOR to keep an eye on the performance of the ERC teams.

First Hour's Major Tasks		
No.	Action Item	Time
1.	Report to ERC and obtain latest E&A brief from ERP Manager, Situation Room, and Station Head or Station Coordination Room (SCR)	
2.	Brief Chairman and CEO.	
3.	Coordinate with Contact Centre 9242323 or 111-786-786 to authorize the activation of Emirates Call Centre. After 15 minutes of initial notification, Contact Centre will pass on the information to Emirates without your authorization even.	
4.	Check that activation of all E&A response teams are in progress.	
5.	Confirm initial information and check that top management and support organizations have been notified.	
6.	Prepare for issuing the first press release. Identify company's spokesman. Maintain liaison with station teams for issuing press statement from the station of accident in collaboration with General Manager Public Affairs.	
7.	Ensure that SVP Flight Safety & HSE has notified and maintained liaison with CAA Pakistan, and has activated PIA Accident Investigation Team.	
8.	Check that SVP Flight Safety & HSE has sent accident report on the prescribed form to CAA Pakistan.	
9.	Arrange the release of Flight Manifest to Departure Station for verification task from ERC through SITA / email. Also authorize its release wherever it is essentially required.	
10.	Ensure that other tasks are being performed as follows: a. For E&A, check that <i>airport</i> functions (procedures and checklists) are being correctly and efficiently performed at the respective station. b. ERC, SAT and FAST activation / deployment is progressing satisfactorily.	

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	<ul style="list-style-type: none">c. Communication is established and maintained with the Crash Site Team.d. Communication is established & maintained with all affected Stations.e. Communication is established & maintained with relevant authorities as required.f. Communication is established & maintained with ERC teams as required.g. Communication is established & maintained with Field teams as required.	
11.	If E&A is at an Outstation / away from KHI, reconfirm with Public Relations and Station Head the arrangements for press release drafting, approval channels, target timelines for releases, press conference schedules and locations, spokesperson(s), local PR agents roles, etc.	
12.	Ensure that all Online Countries / Areas / Stations, Senior Management etc. are being regularly updated.	
13.	Ensure that deceased and injured passengers' Next of Kin (NOK) are notified, and family assistance has been provided as per the plan.	
14.	Ensure that PIA crew and staff fatalities are notified to NOK. <i>This will be an ongoing task.</i>	
15.	Ensure that PIA crew and staff families / relatives are advised of crew / staff status (non fatalities). <i>This will be an ongoing task.</i>	
16.	For affected US flights, ensure that relevant procedures as prescribed by NTSB are carried out.	


Second Hour's Major Tasks		
No.	Action Item	Time
1.	<p>In conjunction with Head Office Public Relations team:</p> <ul style="list-style-type: none">▪ Re-review media strategy, especially if there are serious injuries or fatalities.▪ Ensure Spokesperson(s) are properly briefed on developments.▪ Continue/reconfirm press release cycle especially for electronic media.▪ Re-review arrangements for first and subsequent Media Conferences.▪ Ensure that CAA and other interested parties e.g. Police, other government agencies are invited to participate in all aspects of the media response and vice versa.	

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2.	Ensure that Emergency Call Centre and Family Assistance Centre are active.	
3	Check that best deployment and use is being made of the PIA Staff, other relevant staff, and volunteers.	
4.	Confirm that a satisfactory flow of information is being received from Police, other Emergency Services, CAA, Hospitals, SCR, FAC, affected stations, PIA Public Relations etc.	
5.	<p><i>If E&A is at an Outstation / away from KHI, ensure:</i></p> <ul style="list-style-type: none"> a. Confirm type and amount of support needed from KHI. (GO Aircraft/Field Team / Kit). b. KHI Field Team assembling / obtaining ETD of GO aircraft from Situation Room. c. Progress on preparation and loading of GO Kit / specialized equipment. (i.e. Flight Safety and Medical Services specialist kit for latter). d. Check that Customs & Immigration, passes and permits, briefing etc are being arranged for arrival of Field Team and GO Kit / Specialist Kit. e. Ensure that Passport and VISA Section has processed Visas of all members of the field team. f. Monitor (and continue to monitor) Field Team activities. 	
6.	<p>Establish policies for flying in victims' relatives e.g.</p> <ul style="list-style-type: none"> a. How many to fly in? (To be decided by the Emergency Director) b. Booking and tickets c. Visas and associated administration (Customs & Immigration) d. Meet and Assist (Departure and Arrival) e. Ground Transport f. HOTAC (FAC) g. Allowances 	
7.	Establish policies on release of funds to meet the "immediate economic need" of all Accident flight victims and their families / relatives, as appropriate. Do this in conjunction with Legal, Insurance and Finance.	
8.	Confirm the status of DFDR, CVR, QAR recovery and aircraft / wreckage recovery / removal, as relevant.	
9.	Ensure that all E&A flight and other associated paperwork is collected and safeguarded.	


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Third Hour's Major Tasks		
No.	Action Item	Time
1.	Update personal brief for Chairman & CEO.	
2.	<p>Updates on the following:</p> <p>a. Review of total Media strategy</p> <p>b. Review of status at the Accident Site:</p> <ul style="list-style-type: none">▪ Search and Rescue / Emergency Response.▪ Crew▪ Passengers▪ Cargo, baggage and mail▪ Aircraft & black boxes▪ Overall PIA response▪ Other <p>c. Review of status at all other crisis action sites, Station Emergency Coordination Room (SECR), Crew Reception Centres (CRCs), Survivors Reception Centre (SRC), Relatives and Meeters Centre(A), Hospitals, Mortuaries, FAC (Family Assistance Centres), FAST teams, Field Team etc.</p> <p>d. Reconciliation progress especially at E&A airport/location itself.</p> <p>e. Requests, if any, from various authorities, embassies, partner airlines etc.</p>	
3.	Ensure that all response teams and centres have put in place a 24 hour roster schedule, including the ERC team.	
4.	Re-check with EMERGENCY RESPONSE PLANNING MANAGER on the status of DFDR, CVR, QAR, recovery and aircraft / wreckage recovery / removal, as relevant.	
5.	Check status of GO Aircraft departure (should be within 3 hours of initial E&A notification).	

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Fourth Hour's Major Tasks		
No.	Action Item	Time
1.	<p>Updates on the following:</p> <ul style="list-style-type: none">▪ Review of media strategy▪ Status at the Accident Site:<ul style="list-style-type: none">▪ Search and Rescue / Emergency Response.▪ Crew▪ Passengers▪ Cargo, baggage and mail▪ Aircraft & black boxes▪ Overall PIA response▪ Other▪ Review of status at all other crisis action sites, Station Emergency Coordination Room (SECR), Crew Reception Centres (CRCs), Survivors Reception Centre (SRC), Relatives and Meeters Centre(A), Hospitals, Mortuaries, FAC (Family Assistance Centres), FAST teams, Field Team etc.▪ Reconciliation progress especially at E&A airport / accident location itself.	
2.	Check that suitable refreshment (food & beverage), rest and cleaning arrangements for the ERC are in hand.	

No.	Tasks for Subsequent Hours	Time
1.	<p>Updates on the following:</p> <ul style="list-style-type: none">▪ Review of media strategy▪ Status at the Accident Site:<ul style="list-style-type: none">▪ Search and Rescue / Emergency Response.▪ Crew▪ Passengers▪ Cargo, baggage and mail▪ Aircraft & black boxes▪ Overall PIA response▪ Other	


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	<ul style="list-style-type: none"> ▪ Review of status at all other crisis action sites, Station Emergency Coordination Room (SECR), Crew Reception Centres (CRCs), Survivors Reception Centre (SRC), Relatives and Meeters Centre(A), Hospitals, Mortuaries, FAC (Family Assistance Centres), FAST teams, Field Team etc. ▪ Reconciliation progress especially at E&A airport / accident location itself. 	
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No.	Second + Subsequent Day's Major Tasks	Time
1.	Continue briefings to Chairman & CEO.	
2.	Review total E&A Media Management strategy.	
3.	Review victim identification and victim / family & relative reconciliation status.	
4.	Review all aspects of humanitarian and other assistance offered to the E&A victims and their families / friends.	
5.	Review ERC operation (decide when to wind down).	
6.	Review PIA aspects of Accident Investigation process.	
7.	Review manpower resource allocation, especially deployed utilisation of Field Team and staff manning of ERC.	
8.	Review insurance, legal and finance issues with appropriate Heads.	
9.	Review cargo (plus baggage and mail) and aircraft salvage and recovery status.	
10.	Review tasks assigned to Departmental Heads.	
11.	Review identification, recovery and repatriation of "mortal remains".	
12.	Plan for Funeral Memorial services: <ul style="list-style-type: none"> a. Venue, timings, invitations to participants, etc. b. "Minute of Silence". c. Visit to E&A site. 	

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No.	Close Down	Time
1.	When appropriate, initiate close down of various phases of the E&A response.	
2.	Ensure smooth handover of responsibility to those PIA and other parties that will look after the longer term "after events" associated with the E&A e.g. Legal, Insurance, Finance, etc.	
3.	After stand-down, ensure: <ul style="list-style-type: none">▪ All staff deployed at the ERC are debriefed and defused, if appropriate.▪ All such staff take an appropriate number of days off to de-stress and get back together with their families, especially if they have been deployed for an extended time.▪ Official show of appreciation by the company letter, gathering cash awards etc.	
4.	Compile report for submission to Chairman & CEO.	

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4.7 EMERGENCY RESPONSE PLANNING MANAGER'S CHECKLIST

1. The primary role of the Emergency Response Planning Manager is to attain and retain situational awareness (Big Picture) of the E&A, so as to effectively brief the Emergency Director on the developing crisis, thus enabling the Emergency Director to make the right decisions at the right time.
2. This "situational awareness" is facilitated by the ERC function of proactively collecting, organising, screening, preparing and presenting development information, in a timely and efficient manner, to the Emergency Response Manager.
3. Ensure that all directives, instructions, commands, orders etc, issued from ERC are logged.

First Hour's Major Tasks		
No.	Action Item	Time
1.	Ensure that ERC is established / being established. (i.e. assign ERC "Quick Start Up Check List" to first suitable person to report to ERC)	
2.	Check with IT (Telephone No. 4673554, 4673129) that Emergency Call activation of all E&A response teams has been made. Obtain briefing from Situation Room.	
3.	Double check activation of response teams on their telephone numbers provided in the list. a. Check and make arrangements for Field Team plus GO Aircraft / GO Kit. b. Personal notification to Senior Management. c. Countries / Areas / Outstations – as appropriate ensure that all E&A teams are activated and are in Direct Contact with ERC.	
4.	Carry out Emergency Director checklist until he arrives at ERC.	
5.	Initiate E&A Command, Control, Co-ordination and Communication, and handover to the personnel of the Home Team that are present in the ERC.	
6.	Prepare personal brief for Emergency Director.	
7.	Ensure that SVP FS & HSE notifies and liaises with CAA Pakistan and other relevant Civil Aviation Authorities (if accident is at outstation) as required, and has activated PIA Accident Investigation Team.	

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8.	Send accident message to CAA, as required.	
9.	<p>Check that E&A tasks are being carried out, as follows:</p> <ul style="list-style-type: none"> E&A airport functions (procedures and checklists) are being correctly and efficiently performed – i.e. activities associated with CST, Immediate Care Teams, Hospitals, Temporary Mortuaries), Document Safeguarding, Pax Manifest Verification, etc. ERC E&A (hard copy) subsidiary and logs are being completed. E&A SITREPS (Situation Reports) are being updated regularly. ERC and FAT activation / deployment are progressing satisfactorily. Communications is established and maintained with the Crash Site Team. Communication is established & maintained with all affected E&A flight Station and any other affected Stations. Communications is established & maintained with relevant authorities as required. Communications established & maintained with the Field Team. SITREPS (<i>Inbound</i>) from all E&A information providers are coming in regularly via telephone, E-mail, Fax, SITA. etc. Adequate support is present at all locations. 	
10.	E&A Public Relations team is sending out hourly messages to electronic and print media.	
11.	Ensure that PIA crew and staff families / relatives are advised of Accident flight crew / staff status.	
12.	For E&A affecting US flights, ensure that relevant procedures as prescribed by NTSB are being carried out.	
13.	Assist Emergency Director to handle the crisis.	


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Second Hour's Major Tasks		
No.	Action Item	Time
1.	Check that ERC and SAT Centre are being activated.	
2.	Check that best deployment and use is being made of the PIA Staff.	
3.	Confirm that a satisfactory flow of information is being received from Police, other Emergency Services, CAA, Hospitals, on airport crisis action sites, off airport crisis action sites, PIA Public Relations department etc.	
4.	<p><i>If E&A is at an Outstation / away from KHI</i>, ensure:</p> <ul style="list-style-type: none"> • Communication is established and maintained with the Area Manager / Station Head / Station Manager and with Station Emergency Coordination Room. (SECR). • Confirm type and amount of support needed from KHI. (Field Team / Kit). • KHI Field Team assemble/obtain ETD of GO aircraft from Situation Room (Tel: +9221-4674972, +9221-4673961, +9221-9242339). • Progress on preparation and loading of GO Kit / specialized equipment. i.e. Flight Safety and Medical Services specialist kit. Check that Customs, Immigrations and other relevant requirements, passes and permits, briefing etc are arranged for arrival of Field Team and GO Kit / Specialist Kit at destination airport. • Ensure that all the necessary details of Field Team are available for VISA processing. • Monitor Field Team activities. 	
5.	<p>Ensure that appointed Leader Field Team is issued with a copy of each of the following documents:</p> <ul style="list-style-type: none"> ▪ PIA Emergency Response Contact List for KHI. ▪ Country / Area / Region / Outstation Contact Directory. ▪ Leader Field Team Checklist. 	
6.	Confirm that a satisfactory information flow is being received from all relevant sources.	
8.	Ensure that policy on issue of funds for relief of "immediate economic need" has been passed to all members of ERC immediately.	
9.	Confirm with Engineering status of DFDR, CVR, QAR recovery and aircraft / wreckage recovery / removal, as relevant.	
10.	Ensure that all E&A flight and other associated paperwork is being collected and safeguarded.	

Tasks for Subsequent Hours		
No.	Action Item	Time
1.	<p>Every hour thereafter</p> <p>Obtain updates on the following:</p> <ul style="list-style-type: none"> Review of status at the Accident Site: <ul style="list-style-type: none"> 1. Search and Rescue / Emergency response. 2. Crew 3. Passengers 4. Cargo, baggage and mail 5. Aircraft & black boxes 6. Overall PIA response 7. Other, as required Review of status at all other crisis action sites, Station Emergency Coordination Room (SECR), Crew Reception Centres (CRCs), Survivors Reception Centre (SRCs), Relatives and Meeters Centre (RMC), Hospitals, Mortuaries, FAC (Family Assistance Centres), FAST teams, Field Team etc. Reconciliation progress (immediate and subsequent reconciliation), especially at E&A airport / location itself. Requests, if any, from various authorities, embassies, partner airlines etc. Updated personal brief for Emergency Director. 	
2.	Ensure that 24 hour roster schedule for ERC team has been prepared and put in place.	
3.	Ensure arrangements are made for catering and cleaning services to ERC on a regular basis till the close down of the centre.	
4.	Ensure rest breaks, as appropriate, for all ERC members. (either in nearby offices or in Airport Hotel if rest is required)	
5.	Recheck that a satisfactory flow of information is being received from Police, other Emergency Services, CAA, Hospitals, on airport crisis action sites, off airport crisis action sites, PIA Public Relations Department etc.	
6.	Re-check with Engineering the status of DFDR, CVR, QAR recovery and aircraft / wreckage recovery / removal, as relevant.	
7.	Check status of GO Aircraft departure.	

Second + Subsequent Day's Major Tasks		
No.	Action Item	Time
1.	With Emergency Director, review victim identification and victim / family & relative reconciliation status.	
2.	With Emergency Director, review all aspects of humanitarian and other assistance offered to the E&A victims and their family / friends.	
3.	With Emergency Director, review ERC operation (decide when to close down).	
4.	With Emergency Director, review PIA aspects of Accident Investigation process.	
5.	With Emergency Director, review manpower resource allocation, especially deployed utilisation of Field Team (as appropriate) and staff manning.	
6.	With Emergency Director, review insurance, legal and finance issues with appropriate Departmental Heads.	
7.	With Emergency Director, review cargo (plus baggage and mail) and aircraft salvage and recovery status.	
8.	With Emergency Director, review tasks assigned to Departmental Heads.	
9.	Continue supporting Emergency Director briefings to Chairman & CEO Senior Management, at agreed times.	
10.	With Emergency Director, review identification, recovery and repatriation of "mortal remains".	
11.	With Emergency Director, plan for Funeral Memorial services: Venue, timings, invitations to participants, etc.	


Closing Down		
1.	Decide with Emergency Director the initiation of the close-down of various phases of the E&A response.	
2.	Ensure smooth handover of responsibility to PIA relevant departments. They will look after the longer term "after events" e.g. Legal, Insurance, Finance, etc.	

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4.8 EMERGENCY RESPONSE OFFICER’S CHECKLIST

- Primary role is to assist the Emergency Response Manager to gain and maintain situational awareness, in order for him to be able to effectively brief the Emergency Director on the developing crisis.
- This is achieved by proactively collecting, organising, screening and preparing information in a timely and efficient manner. This will culminate in constant update of the Master log and concurrent update of the "E&A Status System".

No.	Action Item	Time
1.	<p>Report to ERC on arrival:</p> <ul style="list-style-type: none"> If first to arrive, carry out Emergency Response Manager checklist until he arrives. <p>Ensure that at least 4 other ERC Home team members, in addition to yourself and the Emergency Response Manager, are present to man and operate the ERC. Contact personally by telephone if not present.</p>	
2.	Commence E&A Master log	
3.	Ensure that arriving ERC members are allocated to a workplace and telephone at the main ERC table - and commence individual logs.	
5.	Regularly (at least every 10 minutes or sooner) transfer information from Master (paper) log to "E&A Status System".	
6.	Assist the Emergency Response Manager in the preparation of half hourly SITREP message.	
7.	<p>Coordinate with Flight Operations, Flight Services for extracts from crew information, as follows:</p> <p>Cockpit Crew</p> <p><u>Personal</u> Name and staff No. Next of Kin / other close family details Local address Contact Information Passport - Date and place of issue (if required)</p>	

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	<u>Professional</u> Licence number and type Place and date of issue Years of service Disciplinary record Cabin Crew <u>Personal</u> As for flight crew above. <u>Professional</u> Years of service Flight roster and rest availed	
8.	<p>Ensure Engineering representative provide the following for the E&A flight aircraft, as per their Plan:</p> <ul style="list-style-type: none"> ▪ Certificate of Airworthiness (C of A) and ▪ Certificate of Maintenance ▪ Aircraft Certificate of Insurance ▪ Aircraft radio licence ▪ Aircraft type, serial number and registration ▪ Date of manufacture of airframe ▪ Length of E&A aircraft service with PIA, with any previous operator(s) and initial entry into service date, ex manufacturer. ▪ Total flight hours and total cycles. ▪ Time since last check (e.g. A and C Checks or equivalent) ▪ Engine installation and overhaul records (including current mod state) ▪ Records of component installation (last 30 days), maintenance and overhaul and current mod states. (Include flight / navigation Instruments) ▪ Last Tech Log sheet(s) – last 10 sectors ▪ Fuel Uplift Sheet(s) – last 10 sectors ▪ Eng Check Sheet(s) – last 10 sectors ▪ De-icing record(s) – last 10 sectors ▪ Hard Copy Log Books (Engines / Airframes etc) <p>Arrange for delivery of originals of the above (if available) to ERC ASAP.</p>	

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9.	<p>Ensure following documents are safeguarded (originals if possible) and forwarded in due course to ERC.</p> <p>Pax manifest; GD; Ticket flight coupons of checked Pax / e-ticket records, Load sheets with LMC's and offload records; Cargo manifest; Dangerous goods documentation; Cargo consignment notes (Airway Bills); Receipts for diplomatic mail, Flight Plan, Met Brief, NOTAM brief, ATC flight plan etc.</p> <p>A complete set of the Flight Crew Operating Manuals, Engineering Manuals for the aircraft of concern.</p> <p>Any other documents as required by Insurance and Legal Departments and CAA / Accident Investigation Authority.</p> <p>Notes:</p> <p>Many of the above documents will be needed initially by various PIA Departments responding to the E&A. When finished with, original Documents are to be forwarded ASAP to ERC.</p> <p>Where original documents are required by regulatory authorities, ensure with all parties concerned, that at least 3 Photocopies are made prior to handover of originals and that a receipt for the original is obtained. No original documents are to be handed over to anyone outside PIA circles without Emergency Director authorization.</p>	
10.	<p>In conjunction with Emergency Response Manager, ensure efficient and effective operation of the ERC.</p>	

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5.1 ERC TEAM MEMBERS

Stays at Airline Emergency Response Centre and provides support to the Field Team, Station Nearest, Special / Family Assistance Teams and Accident Investigation Team. This team exercises the central command for overall coordination of external and internal information, communication, and response at all locations.

5.1.1 Emergency Response Planning (ERP)

- | | | |
|------|---------------------------------------|-------------|
| i) | SVP Coordination / Emergency Director | (Member) |
| ii) | Deputy General Manager ERP | (Standby-1) |
| iii) | Manager Family Assistance | (Standby-2) |
| iv) | Assistant Manager Family Assistance | (Standby-3) |
| v) | Senior ERP Officer | (Standby-4) |
| vi) | ERP Officer | (Standby-5) |

5.1.2 Emergency Director

- | | |
|------|---------------------------------------|
| i) | SVP Coordination / Emergency Director |
| ii) | SVP Flight Safety & HSE |
| iii) | SVP Engineering |
| iv) | SVP Information Technology |
| v) | SVP HR & Administration |

5.1.3 Flight Operations

- | | |
|------|-----------------------------------|
| i) | SVP Flight Operations |
| ii) | Chief Pilot Training |
| iii) | Chief Pilot Training & Scheduling |
| iv) | Capt. Amir Aftab |

5.1.4 Flight Services

- | | |
|------|---------------------------------|
| i) | SVP Flight Services |
| ii) | General Manager Flight Services |
| iii) | Senior Purser |
| iv) | Asstt. Mgr. Performance |

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5.1.5 Engineering

- i) SVP Engineering
- ii) Chief Engineer Line Maint.
- iii) Chief Engineer Base Maint.
- iv) Chief Engineer (O) PP

5.1.6 Engineering Coordinators

- i) Manager Engg. Bay-II (BM)
- ii) Manager Engg. LM-II (AS)

5.1.7 Finance

- i) SVP Finance
- ii) General Manager Accounting
- iii) General Manager Funds Management

5.1.8 Human Resource & Administration

- i) General Manager Welfare
- ii) General Manager Recruitment & Placement
- iii) Manager H.R.
- iv) Manager Industrial Engineering

List of designated ERC Team Members and their contact details are given at Appendix “A”, to Chapter 5.

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5.2 CHECKLISTS

5.2.1 Checklist Engineering Members ERC Team

The Engineering member at the ERC Team is responsible to provide all relevant technical support to the ERC response efforts.

No	Action Item	Time
1	Upon arrival at ERC obtain a briefing of current situation from the Emergency Director / SVP Flight Safety & HSE / SVP Flight Operations.	
2	Obtain the following information: 1. Date 2. Time of accident (GMT / local) 3. Aircraft Registration 4. Flight No. 5. Departure Station 6. Accident A/C Location 7. Total Flying hours 8. Total Engine hours	
3	a. Coordinate with the Nearest Engineering Personnel / Rep of Tech Handling Agency and brief him the situation. Station Name : _____ Name : _____ Contact # : _____ OR Name : _____ Contact # : _____ b. Get a feedback on local regulations for A/C investigation. Note down the contacts of local authority for future correspondence in block 9.	

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4	<p>Call to Chief Engineer (Quality Systems) or his Nominee for collection & security of all pertinent Maintenance Records of the Aircraft involved. (Tick the box of contacted person)</p> <table><tr><td></td><td>(√)</td><td></td></tr><tr><td>Chief Engineer (Quality Systems) Name : Mr. Masnoor A. Khan Home# 021-4522161 Cell # 0300-2537046 Office#021-4675344/021-4673558</td><td></td><td></td></tr><tr><td>Name : ME (QS) Mr. Aslam Tariq Home #021-4630066 Cell # 0333-2109556 Office# 021-4675234</td><td></td><td></td></tr><tr><td>Name :A/E Noor-ul-Qadir Home # 021-5216730 Cell # 0333-2382674 Office# 021-4675234</td><td></td><td></td></tr></table>		(√)		Chief Engineer (Quality Systems) Name : Mr. Masnoor A. Khan Home# 021-4522161 Cell # 0300-2537046 Office#021-4675344/021-4673558			Name : ME (QS) Mr. Aslam Tariq Home #021-4630066 Cell # 0333-2109556 Office# 021-4675234			Name :A/E Noor-ul-Qadir Home # 021-5216730 Cell # 0333-2382674 Office# 021-4675234						
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Name :A/E Noor-ul-Qadir Home # 021-5216730 Cell # 0333-2382674 Office# 021-4675234																	
5	<p>Confirmation is received from Chief Engineer (Quality Systems) / Nominee, that all maintenance records has been collected and secured: Location of Maintenance Record: _____ Inform the Emergency Director that all pertinent record has been secured.</p> <p>Note: Should the investigative authority or any other agency request this information directly from the Maintenance Department, refer them to the Emergency Director.</p>																
<p>Note:</p> <table><tr><td>1. Investigation Team</td><td>---</td><td>Annex H</td></tr><tr><td>2. Condolence Team</td><td>---</td><td>Annex K</td></tr><tr><td>3. Recovery Team</td><td>---</td><td>Annex F</td></tr><tr><td>4. List of Engrs at out stations</td><td>---</td><td>Annex D</td></tr><tr><td>5. List of Handling Agents</td><td>---</td><td>Annex E</td></tr></table>			1. Investigation Team	---	Annex H	2. Condolence Team	---	Annex K	3. Recovery Team	---	Annex F	4. List of Engrs at out stations	---	Annex D	5. List of Handling Agents	---	Annex E
1. Investigation Team	---	Annex H															
2. Condolence Team	---	Annex K															
3. Recovery Team	---	Annex F															
4. List of Engrs at out stations	---	Annex D															
5. List of Handling Agents	---	Annex E															

6	<p>Call Chief Engineer (Development Engineering) or his Nominee for collection & availability of all pertinent Maintenance Data for the Aircraft involved</p> <p>Tick the box of contacted person</p> <table><tr><td></td><td>(√)</td></tr><tr><td>Chief Engineer (Dev. Engg.) Name : Mr M Tariq Farooq Home # : 021-5853371 Cell # : 0333-2127719 or 0300-8218739 Office # : 021-4675172</td><td></td></tr><tr><td>Name : ME Mahmood Bin Kafil Home # : 021-8150253 Cell # : 0320-4012844 Office # : 021-4675592</td><td></td></tr><tr><td>Name : Mr Inayat Hussain Cell # : 0333-3298759 Office # : 021-4675114</td><td></td></tr></table>		(√)	Chief Engineer (Dev. Engg.) Name : Mr M Tariq Farooq Home # : 021-5853371 Cell # : 0333-2127719 or 0300-8218739 Office # : 021-4675172		Name : ME Mahmood Bin Kafil Home # : 021-8150253 Cell # : 0320-4012844 Office # : 021-4675592		Name : Mr Inayat Hussain Cell # : 0333-3298759 Office # : 021-4675114		
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Name : Mr Inayat Hussain Cell # : 0333-3298759 Office # : 021-4675114										
7	<p>Confirmation is received from Chief Engineer (Development Engineering) / Nominee, that all maintenance data has been collected and available.</p> <p>Location of Maintenance Data: _____</p> <p>Inform the Emergency Director that all pertinent data is available.</p> <p>Note: Should the investigative authority or any other agency request this information directly from the Maintenance Department, refer them to the Emergency Director.</p>									
8	<p>a) Establish contact with the respective aircraft manufacturer:</p> <table><tr><td>AIRBUS Tech AOG Centre Flight Safety Hot Line Customer Service Hot Line</td><td>Contact Numbers +33 561 933 400 +33 619 645 643 +33 561 932 880</td></tr><tr><td>BOEING Mr. M Y Sheikh</td><td>Contact Numbers Office: 021-4675363 Fax: 021-9242365 Home: 021-5378169 Cell: 0300-8281733</td></tr><tr><td>Air Safety Desk Rapid Response Centre</td><td>+1-206-544-1400 +1-206-544-7555 +1-562-497-5801</td></tr></table>	AIRBUS Tech AOG Centre Flight Safety Hot Line Customer Service Hot Line	Contact Numbers +33 561 933 400 +33 619 645 643 +33 561 932 880	BOEING Mr. M Y Sheikh	Contact Numbers Office: 021-4675363 Fax: 021-9242365 Home: 021-5378169 Cell: 0300-8281733	Air Safety Desk Rapid Response Centre	+1-206-544-1400 +1-206-544-7555 +1-562-497-5801			
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Air Safety Desk Rapid Response Centre	+1-206-544-1400 +1-206-544-7555 +1-562-497-5801									

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ATR ATR Technical Desk Tech Services	Contact Numbers Office: +33 5-62-21-60-20 Fax #: +33-5-62-21-62-62 Email: techdesk@atr.fr
b) Brief them on situation	
c) Obtain information from manufacturer as to who, if designated will be coming to ERC.	
Name of the Manufacturer Rep coming to ERC: _____	
Contact # : _____	
Time Expected : _____	
d) Establish who to contact for any future correspondence	
Contact Name : _____	
Contact # : _____	
e) Find out manufacturer teams being dispatched to the site and their details if applicable	
Team Coordinator Name : _____	
Contact # : _____	
TRAVEL DETAILS:	

f) Keep Emergency Director informed of the manufacturer's response efforts.	

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9	<p>If permitted, coordinate with authorities for any Tech Support (Wreckage Recovery / PIA Tech Investigation Expertise, etc.) at the site.</p> <p>Details of the Authority : _____</p> <p>Contact Name : _____</p> <p>Contact # : _____</p> <p>Type of Tech Support : _____</p> <p>Approved At (time) _____ Completed At (time) _____</p> <p>Details of the Authority : _____</p> <p>Contact Name : _____</p> <p>Contact # : _____</p> <p>Type of Tech Support : _____</p> <p>Approved At (time) : _____ Completed At (time) _____</p> <p>Keep Emergency Director informed of Authorities response</p>	
10	<p>In case a relief flight is required, arrange the aircraft for such flight.</p> <p>Maintenance Control Centre: 021-467 4909 Line Maint I: 021-467 5331 / 021-467 5109 Line Maint II: 021-467 5220 / 021-467 4923</p> <p>Keep Emergency Director informed of aircraft availability.</p>	
11	<p>Coordinate with the Engineering Personnel or Tech Handling Agency at last Departure Station for:</p> <ul style="list-style-type: none"> Collection of any relevant Maintenance Record. Collection of Fuel / Oil Sample (to be despatched for Laboratory Analysis). Despatch of maintenance record and Laboratory report to the ERC by fastest means. <p>Station Name : _____</p> <p>Name : _____</p> <p>Contact # : _____</p> <p style="text-align: center;">OR</p> <p>Name : _____</p> <p>Contact # : _____</p>	

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12	Brief Technical Field Team at ERC regarding the response of the Manufacturer and the Authorities at the site.	
13	<p>Ensure contents of Established Maintenance Investigation Kit at ERC (Karachi) are as per the given list and periodic inspection of the kit.</p> <p>Contents Checked : YES / NO Average Weight of Kit: _____ (lbs / Kg) Kit Secured for Departure at (time) _____</p> <p>Coordinate with Field Team as per travel arrangements for Maintenance Investigation Kit.</p>	
14	<p>Utilize all information available to initiate plan for wreckage recovery and removal if necessary.</p> <p>Current Location of Recovery Kit: Engg & Maint at KARACHI Contents Checked : YES / NO Average Weight of Kit: _____ (lbs / Kg) Kit Secured for Departure at (time) _____</p> <p>Contact Nos. of Aircraft Recovery Team:</p> <p>Name: Mr. Ghulam Sarwar, Chief Engineer (Base Maint) Office # +92-21-467 5116 Home # +92-21-4592125 / 4591400 Cell # +92-300-8228091 E-mail khimdpk@piac.com.pk ,</p> <p>Name: Mr. Shahab Karamat Manager Engineering Office # +92-21-467 5301 Home # +92-21-663 0029 Cell # +92-300-243 1612 E-mail shahab.karamat@piac.com.pk</p> <p>Name: Mr. Aslam Urooj Khan Incharge Recovery Cell Office # +92-21-467 5116 Home # +92-21-457 1950 Cell # +92-300-220 6295 E-mail arc@piac.com.pk</p> <p>Name: Mr. Ali Najeeb Aircraft Engineer (Recovery)Office # +92-21-467 5116 Home # +92-21-455 4222 Cell # +92-300-296 4791 E-mail arc@piac.com.pk , anajeeb@hotmail.com</p>	

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	<div> <div> Name:Mr. Usman Latif AircraftEngineer (Recovery) </div> <div> Office #+92-21-467 5226 Home #+92-21-402 0972 Cell #+92-300-292 0170 E-mailusman.latif@piac.com.pk </div> </div> <div>Coordinate with Field Team as per travel arrangements for Recovery Kit.</div>	
15	<div> Arrange transportation of the Maintenance Investigation Kit and / or the Recovery Kit as part of the Field Team Kit. </div>	
16	<div> <div> Establish the shift pattern for Primary and Secondary EM and inform Emergency Director. </div> <div> Note: It is very important that the shift schedule be followed to ensure avoidance of burn out and to maintain an effective team. </div> <div> MAINTENANCE </div> <div> <div> SHIFT II, From _____ To _____ </div> <div> Line Maintenance I (In Case Accident A/C is from LM I) </div> <div> <div> Name: A/E Shamas W. Khan Home #: 021-4571515 Office #: 021-4675109 / 021-4674703 Cell #: 0300-9292280 </div> <div> Standby I Name: A/E Nayyer Is'haq Home #: 021-6635544 Office #: 021-4675457 / 021-4675109 Cell #: 0300-8248550 </div> <div> Standby II Name: ME (O) Khalid Raza Mir Home #: 021-5886712 Office #: 021-4675331 / 021-4674902 Cell #: 0300-2549692 </div> </div> <div> Line Maintenance II (In Case Accident A/C is from LM II) </div> <div> <div> Name: ME Khalid Mehmood Home #: 021-4015375 Office #: 021-4675220 Cell #: 0300-2674283 </div> </div> </div> </div>	

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Standby I Name	: ME (O) Azhar Khalid
Home #	: 021-4904306
Office #	: 021-4674923 / 021-4675247
Cell #	: 0300-2100517
Standby II Name	: A/E Imran Ehsan
Home #	: 021-4256403
Office #	: 021-4675185 / 021-4675399
SHIFT III, From _____ To _____	
<u>Line Maintenance I</u> (In Case Accident A/C is from LM I)	
Name	: ME (O) Naeemuddin Haider
Home #	: 021-490464
Office #	: 021-4675331 / 021-4674902
Cell #	: 0333-2137005
Standby I Name	: ME (O) Waqar Farooq
Home #	: 021-4982230
Office #	: 021-4675331 / 021-4674902
Cell #	: 0333-2271801
Standby II Name	: A/E Arif Mahmood
Home #	: 021-4583467
Office #	: 021-4675457 / 021-4675109
Cell #	: 0333-2109199
<u>Line Maintenance II</u> (In Case Accident A/C is from LM II)	
Name	: ME Agha Tamoor
Home #	: 021-5866555 / 021-9250622
Office #	: 021-4675247 / 021-4674923
Cell #	: 0300-9226539
Standby I Name	: ME (O) Malik Akhtar Hussain
Home #	: 021-4989822
Office #	: 021-4674923 / 021-4675247
Cell #	: 0300-8238598
Standby II Name	: M/E (O) Ziauddin Siddiqi
Home #	: 021-4961619
Office #	: 021-4674923 / 021-4675247
Cell #	: 0300-2253352

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17	Activate the Engineering Family Assistance Team to proceed to the relatives of the deceased / injured Engineering Personnel, if on-board the unfortunate A/C.	
18	Get Briefing round the clock.	
19	Quick checklists and recovery list items are available in Chapter 5, Annex-“A”.	
<p>Note:</p> <ol style="list-style-type: none">1. Home Team Shift I --- Annex B2. Engineering Team Lay out --- Annex A		

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5.2.2 Checklist for Flight Operations ERC Members

The Flight Operations member at the ERC Team is responsible to

1. Emergency Director for the preservation of all the documents at Flight Operations in connection with the accident flight, aircraft and flight crew.
2. Coordinate all Flight operations' ERC base activities.
3. Assist field team member from ERC and assist in the investigation of accident.

No	Action Item	Time
1	Report to ERC and obtain latest E&A brief from ED, ERP Manager, Situation Room, and Station Head or Station Emergency Coordination Room (SECR).	
2	Make arrangements to secure all documents in connection with the flight involved in the accident. 1. Flight Plans (Hard copies and electronically stored versions). 2. Flight Crew Personal files and training records. 3. Flight Crew medical check records.	
3	Obtain the following Manuals: 1. Aircraft Flight Manuals (AFM) 2. Flight Crew Operating Manuals (FCOM) 3. Minimum Equipment List. (MEL / MMEL) 4. Jeppessen Manuals. 5. Quick Reference Manual (QRH) 6. Flight Operations Manual (FOM). 7. Standard Operating Procedures (SOP) 8. Emergency Response Guide. If Dangerous goods are on board 9. All circulars, bulletins, Notams, etc.	

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4	Compile Crew Details <ol style="list-style-type: none"> 1. Name and staff No. 2. Next of Kin / close family details 3. Contact information 4. License No. and type 5. Total flying hours. 6. Check and training records. 7. Duty Roster (Check for rest periods) 8. Relevant Air Craft Qualifications. 9. CAA / PIA Medical record. 10. Disciplinary record. 	
5	Intimation to Next of Kin confirmed.	
6	Plan transportation of cockpit crew to home base.	
7	Plan Security, medical and welfare arrangements for the arriving crew.	
8	Liaison with Public Relations Coordinator.	
9	Liaison with Emergency Director.	
10	Information communicated to other crew members.	
11	Arrangements to support the crew during investigation finalized.	
12	Mobilize PIA Passport and Visa Section in arranging necessary visas for the Field Team.	
13	Confirmed written statements of crew have been obtained.	
14	Debriefing / monitoring of crew arranged.	
15	Supervision of interview by media arranged.	
16	Training of Flight Crew and their return to service planned.	

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5.2.3 Checklist for Flight Services ERC Members

The Flight Services member of ERC Team is responsible to

- vii) Emergency Director for ensuring the welfare of the cabin crew.
- viii) Preservation of documents and manually assist in the investigation.

No	Action Item	Time
1	Report to ERC and obtain latest E&A brief from ED, ERP Manager, Situation Room, and Station Head or Station Emergency Coordination Room (SECR)	
2	Obtain the following documents related with accident flight. <ul style="list-style-type: none"> 1. Cabin crew personal file and training records 2. Cabin crew Medical Check record 3. Cabin crew Safety Manual 4. Galley Diagram and loading list 5. Announcement Handbook 	
3	Compile Crew Details <ul style="list-style-type: none"> 1. Name and staff no 2. Next of Kin / close family details 3. Contact information 4. Emergency Cards validity 5. Type of the aircraft cleared for 6. Total flying hours. 7. Check and training records. 8. Duty Roster (Check for rest periods) 9. Medical record 10. Disciplinary record 	
4	Intimation to next of kin confirmed.	
5	Transportation arrangements for Cabin Crew to home base confirmed.	
6	Security, welfare, Medical arrangements for arriving crew finalized.	
7	Liaison with Public Relations coordinators confirmed.	
8	Liaison with Emergency Director confirmed.	

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9	Keep Liaison with Field Team – Crew and their NOK.	
10	Other Crew Members informed.	
11	Arrangements to support the crew during investigation finalized.	
12	Written statements of crew obtained.	
13	Critical Incident Stress (CIS) De-briefing or monitoring of crew arranged.	
14	Supervision of interviews of crew with the media arranged.	
15	All crew received information bulletins about: <ol style="list-style-type: none"> Confirmed accident details Position of the airline and actions taken Guidance to operating cabin crew for handling passengers 	
16	Crew moods and concerned monitored.	
17	Training of Cabin Crew and their return to service planned.	


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5.2.4 Checklist for Pax Services ERC Members

The Pax Services Member of ERC is responsible to:

1. Assist the Emergency Director and SAT Director in deploying and managing Family Assistance and Support Teams.
2. Obtain and manage manifest, confirm verification of passenger names and to secure and lockout the Passenger Record.

No.	Action	Time
1	Report to ERC and obtain latest E&A brief from ED, ERP Manager, Situation Room, and Station Head or Station Emergency Coordination Room (SECR).	
2	Establish contact with Station Manager / Duty Station Manager and collect all relevant information.	
3	Arrange to retrieve and secure / lock-out Passenger Record and manifest in coordination with IT.	
4	Ensure that Passengers / Crew data have been received from the station of departure.	
5	Have details of following from Station concerned: <ul style="list-style-type: none">• verified pax manifest with verified names neatly ticked, (accompanied by verified ticket coupons and E-ticket pax list);• prepared list of unverified ticket coupon names (accompanied by unverified ticket coupons).• prepared list of unverified E ticket names accompanied by and photocopy of E-ticket pax list.	
6	To facilitate practicability, advise Station Manager / Duty Station Manager concerned to send forward verified names in batches (say 50 at a time) to ERC - i.e. do not wait until all names have been checked before forwarding to Station Emergency Coordination Room.	
7	If verification process is not complete within 90 minutes of starting contact Station Manager / Duty Station Manager concerned and sort-out its immediate completion.	
8	Coordinate with Station and obtain the list of required logistic support and human resource which could be sent with the Go Team and afterwards.	

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9	Assist Special Assistance Team Director in rostering and deploying Family Assistance Teams & Volunteers and work in coordination with other SAT Team Members including Manager Welfare, Manager Customer Relations and Volunteers Groups.	
10	Keep on coordinating with Station / Station nearest for Situation Reports (SITREP).	
11	Every 60 min. Emergency / SAT Director will be updated on the progress.	

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5.2.5 Checklist for I.T. ERC Members

The IT Member at the ERC team is responsible to assist the Emergency Director in ensuring complete IT support in connection with Emergency Call Centre, Communication lines, maintenance of Website and other IT related functions.

No.	Action	Time
1	Upon arrival at ERC obtain a briefing of current situation from the Emergency Director / SVP Flight Safety & HSE / SVP Flight Operations.	
2	Ensure that Emergency Notification has been given to all required team members and volunteers.	
3	Ensure that 10-20 number of personnel and work stations are available at Call Centre and calls from Family members of the Victims and other callers are being efficiently received and responded.	
4	Ensure that Emergency Call Centre (Outbound & Reconciliation) Work Stations at ERC have been made functional and staff assigned.	
5	Ensure that Toll Free (0800) and Toll paid numbers have been activated from all required parts of the world and sufficient number of telephones lines are available for the purpose.	
6	Retrieve and secure manifest data for flight in trouble and after retrieval of required data lock the flight in coordination with Passenger Service.	
7	Ensure that Passengers / Crew data for flight in trouble have been received from the station of departure.	
8	Ensure that Communication with IT is properly operational.	
9	Ensure that Contact Centre has established all IT / Communication Links with Emirates Call Centre and call diversions are being done satisfactorily.	
10	Ensure that all required Phone Numbers have been made operational at Contact Centre and at ERC.	
11	Periodically ensure the serviceability of all IT Systems and Communication Lines of ERC.	
12	Ensure that Live Log system is efficiently being maintained and Periodical information given by Emergency Director gets updated immediately on PIA Website on time.	

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5.2.6 Checklist for Public Relations ERC Members

Public Relations Member at the ERC is:

- Responsible for the over all direction of public information handling, Providing Relations expertise and policy advice to the Emergency Director.
- Responsible for ensuring that Public Relations Department provides draft media statements, internet updates and internal communication, for authorisation by the Emergency Director - and subsequent release.
- Responsible to work with the Public Relations coordinator Field team and monitor his activities and support him, in order to maintain control of information flow to the media to maintain a good PIA image.

No	Action Item	Time
1	Obtain Briefing of Current Situation upon arrival at the ERC.	
2	Ensure that arrangements have been made to respond to early media calls, i.e. the preliminary company press statement (first press release within one hour of emergency notification) and provide initial media information.	
3	Arrange the manning of Media Response Office at ERC. Check connectivity of Telephone, Fax, PC, TVs, VCRs etc.	
4	Ensure that all Press Releases are also being sent to khinspk@piac.com.pk , shahzad@piac.com.pk , atif@piac.com.pk , zubair@piac.com.pk , irfan@piac.com.pk , erm@piac.com.pk , khidupk@piac.com.pk , nadeem.ikram@flypia.aero to help maintain ERC Record & Website.	
5	Arrange press conferences and agreed press briefing timings at PTC (first press conference by Chairman & CEO within 3 hours).	
6	Review initial and subsequent media holding statements - facilitate, update and approve. Ensure that legal approval for all such statements has been made and then passed on for approval from the Emergency Director.	
7	Ensure that MRC and internal statements are updated regularly to reflect latest information.	
8	Establish contact with the nearest available Manager (PIA Country / Area / Regional Manager) near the Accident for any support at Outstation / Overseas and provide all possible support and guidance.	

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9	Ensure that adequate PR resources are available close to the incident and at any affected outstations.	
10	Ensure that the local authorities and the airport authority, etc, are contacted and there is an exchange of appropriate information and press statements. PIA's participation in any joint press conference is requested, as appropriate.	
11	Consult with senior management as to the appointment of the Spokesperson.	
12	Confirm with Spokesperson the media interview schedule arranged by Media Response Team.	
13	<p>Ensure media statements include the PIA Emergency Call Centre (ECC) telephone numbers for relatives and friends to call. (Only when ECC has been activated).</p> <p>Note: Ensure that the Media are carefully briefed, through all avenues, that the PIA ECC telephone number is for family, relatives and friends' calls only and should not be abused by the Media. Ensure provision of the correct PIA numbers (Press Officers) for Media-related enquiries.</p>	
14	Through Security via the ERC, ensure any employees (pilots and crew / others) directly involved in the E&A and their direct families and homes are supported and protected from media intrusion.	
15	Ensure media coverage is monitored and recorded. Provide regular reviews of media coverage to the Emergency Director.	
16	In the event of the Field Team being activated, double check that Public Relations representatives are assigned to the Field Team and can meet the take-off deadline of 3 hours.	
17	Review the feasibility of offering media seats on the Field Team flight and ensure that the appropriate arrangements are made.	
18	Ensure that the Public Relations representatives travelling with the Field Team are fully briefed.	
19	Ensure that the ERC activities, MRC Media releases, updates on Field Team deployment and actions, etc, are effectively communicated within PIA, with all internal communication procedures activated, and resources are available to provide regular updates to the staff throughout the PIA network.	
20	Ensure that all advertising, sponsorship and promotional activity is assessed and, if required, removed from sight.	
21	Ensure that PR level contacts with any code share airlines are maintained.	
22	Liaison with Emergency Director and evaluate the situation, whether Chairman & CEO should visit the accident site.	

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5.2.7 Checklist for Insurance ERC Team Members

The Insurance member, along with Legal Member at the ERC team is responsible to:

- 1. Assist the Emergency Director on insurance related matters in consultation with the Legal Department.
- 2. Assist the Emergency Director for passenger Claims.
- 3. Obtain Legal advice through the Legal Department in passenger and Next of Kin compensation task.

No	Action Item	Time																																
1	Obtain Briefing of Current Situation upon arrival at the ERC.																																	
2	Obtain a preliminary Name list of the passengers and open a file for each passenger.																																	
3	Liaise with Emergency Director and develop claims and Next of Kin compensation policy.																																	
4	Establish Contact with Insurance Brokers, Local Insurers / Re-insurers and Surveyors and inform them of the situation.																																	
5	<p>London Broker Representatives Marsh Ltd. Aviation and Aerospace Practice Tower Place London EC3R 5BU</p> <p>Telephone : 00 44 207 357 1000 Facsimile : 00 44 205 357 2126</p> <table><tr><th><i>Name</i></th><th><i>Office</i></th><th><i>Home</i></th><th><i>Mobile</i></th></tr><tr><td>Steven Crook</td><td>020 7357 5353</td><td>01277213908</td><td></td></tr><tr><td></td><td>07818 408522</td><td></td><td></td></tr><tr><td>E-mail</td><td colspan="3">: <u>Steven.A.Crook@marsh.com</u></td></tr><tr><td>Les Sullivan</td><td>020 7357 5315</td><td>020 8480 5599</td><td>07775 723941</td></tr><tr><td>E-mail</td><td colspan="3">: <u>Lesilie.H.Sullivan@marsh.com</u></td></tr><tr><td>Steve Wilkinson</td><td>020 7357 5313</td><td>020 8265</td><td>5397 07768 502087</td></tr><tr><td>E-mail</td><td colspan="3">: <u>Stephen.R.Wilkinson@marsh.com</u></td></tr></table>	<i>Name</i>	<i>Office</i>	<i>Home</i>	<i>Mobile</i>	Steven Crook	020 7357 5353	01277213908			07818 408522			E-mail	: <u>Steven.A.Crook@marsh.com</u>			Les Sullivan	020 7357 5315	020 8480 5599	07775 723941	E-mail	: <u>Lesilie.H.Sullivan@marsh.com</u>			Steve Wilkinson	020 7357 5313	020 8265	5397 07768 502087	E-mail	: <u>Stephen.R.Wilkinson@marsh.com</u>			
<i>Name</i>	<i>Office</i>	<i>Home</i>	<i>Mobile</i>																															
Steven Crook	020 7357 5353	01277213908																																
	07818 408522																																	
E-mail	: <u>Steven.A.Crook@marsh.com</u>																																	
Les Sullivan	020 7357 5315	020 8480 5599	07775 723941																															
E-mail	: <u>Lesilie.H.Sullivan@marsh.com</u>																																	
Steve Wilkinson	020 7357 5313	020 8265	5397 07768 502087																															
E-mail	: <u>Stephen.R.Wilkinson@marsh.com</u>																																	

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9	Obtain the Following Information that will be required to enable legal advisors, Loss Adjusters or underwriters' lawyers to proceed further on settlement of claims and in case of litigation. <ul style="list-style-type: none"> • Date, time and place of the occurrence • Scheduled and actual departure / arrival times (where appropriate). • Details of the occurrence together with any accident or incident reports that are available. • Details of aircraft destroyed or damaged. • Approximate extent of the damage or loss to the aircraft. • Passenger manifest with details of nationality, sex, age, fatalities, nature of non fatal injuries, and passenger seating plan. • Details of any third party property damage or destruction. • Details of certificate of registration. • Details of certificate of airworthiness. • Flight Plan- including routing / approach let down charts. • Meteorological information / briefing to flight crew. • Crew manifest. • Load and trim balance sheets or equivalent- details of C of G etc- pre-flight maintenance check or clearance certificates. • Available photographs of the wreckage or damage to aircraft. • Flight crew licenses-route training details. • Airframe / Engine / Propeller logbooks. • Transcript of R/T communications between the aircraft and the tower, or approach consider/ area ATC as relevant. • Transcript from Cockpit Voice Recorder. • Readout and analysis from Flight Data Recorder. • Copy of flight coupons or other flight documents issued to passengers (with complete routing). • Cargo manifests – copy of Airway bill, details of damage to mail/ freight / checked baggage. 				

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	<ul style="list-style-type: none"> • Certificate of maintenance-copy of last maintenance check- copy of technical log / un-serviceability lists / carried forward defects-relevant extracts, if applicable to the accident cause from Flight Operations and Maintenance Manuals (amended to the date of the accident). • Airframe Hours • Aircraft Serial No. / Time Since new • Time since last major overhaul / last inspection • Engine type / model • Serial numbers-engine No. 1,2,3,4 (as applicable) • Time Since new- engine No. 1,2,3,4 (as applicable) • Time Since overhaul – engines No. 1,2,3,4 (as applicable) • Had flight crew reported any operating route problem? • List of cabin staff • Cabin staff reports on the accident. • Details of any costs already incurred or about to be incurred for reasons of safety or for protection of the aircraft. • Documents relating to ownership of hull- purchase, leasing and lien agreements. • Notices served by local Aviation Authorities relating to investigation of accident- please ensure so far as is possible that the local Aviation Authority or investigation team does not take away any original documents unless a clear Photostat or other adequate copy is retained. 	
10	<p>Obtain Crew Information that will also be needed by Surveyors: Details of Captain, First Officer & Flight Engineer:</p> <ul style="list-style-type: none"> • Name • Age • License No • License type • Date of first issue • Validations and valid to • Total flying hours • Total hours on type • Date of last proficiency test • Date of last route check • Date of last medical and validity • Total flying time in the last 30 days and types flown • Length of rest period prior to the incident / flight 	
11	Liaison with Emergency Director.	

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5.2.8 Checklist for Finance ERC Team Members

As the Finance Representative on the Emergency Response Centre (ERC) team, you are responsible to ED for:

- Ensuring that emergency funds are available through various sources (i.e. Credit Cards, Accounts & other Credit Lines) for the response effort and to ensure the Field Team is equipped with the appropriate funds needed for immediate use. Most of these processes will have to be arranged and placed ahead of time in order to be accessible in an emergency situation.
- Communicating with the Legal Department and the Insurance Section with regards to all financial decisions after E&A.
- Arranging Credit Cards for sufficient amount along with necessary activation codes like pin codes etc.

No	Action Item	Time
1	Obtain Briefing of Current Situation upon arrival at the ERC from the Emergency director	
2	Obtain a preliminary Name list of the passengers and open a file for each passenger.	
3	Ensure all emergency funds are activated via Credit Cards, Accounts, Reserves, Lines of Credit. etc, and are accessible.	
4	Liaise with SVP Finance and Emergency Director and develop a claim and Next of Kin compensation policy.	
5	Establish Contact with the Insurance Section, and the Legal Department with regards to the availability of funds and the methods of access.	
6	Communicate with SVP Marketing as to the best travel arrangement option necessary for the situation at the time and the financial information needed to accommodate the options chosen.	
7	Ensure that funds are established and readily available for the Field Team to collect before they are dispatched to the site	
8	Communicate with the Station Emergency Response Centre (SERC) to determine what facilities are available at or near the site to accommodate funds being transferred, e.g. money exchangers, bank Transfer etc.	
9	Ensure all instructions for the Field Team Accounting Representative are prepared and ready before the Field Team is dispatched to the site.	
10	Maintain constant communication with the Field Team Accounting Representative at the site to provide direction and guidance.	

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5.2.9 Checklist for SAT Director (Member Sales)

No.	Action List	Time
1	Be a link person of PIA in the communication chain from ERC Team to the place of accident. "Domestic OR International".	
2	To supervise / Liaison by family assistant specialist team between the survivors / family members of the aircraft in emergency.	
3.	To arrange at the initial phases of the E&A, the SAT will be deployed to Family Assistance Coordination Centre (FACC) to provide operational command, control, communication, co-ordination. Administrative support will be given to FAST and SAT Teams during emergency response activation, in liaison with ERC base SAT Centre at Jinnah International Airport Karachi.	
4	To arrange transportation VISA travel documents for SAT and FAST Teams in case of international E&A.	
5	<p>To supervise the establishment of SRC-Airside. To provide / transport to all injured non-hospitalized survivors, minus crew to the Landside nearest airport hotel.</p> <ul style="list-style-type: none"> a) CRCs - To provide the emotional and physical needs of all non-hospitalised crew. b) R&M: To provide an initial place of Refuge and Support. c) JFSOC: Located within the FAC where all management of R&M post E&A might jointly operate. d) Hotels at Airport, Hotels at City. e) Hospitals: To offer support to hospitalize victims. f) Morgue SAT staff will be sent to each mortuary as point of liaison with the authorities. 	
6	To arrange immediate deployment of FAST / SAT Teams at the effective airport designated hotel for surviving passengers, hospitals and family hotel in city / town nearest to the accident site.	
7	Deployment of various team members and volunteers would be done with the assistance General Manager Pax Services, CMO, Mgr. Welfare and Mgr. Customer Relations. In case of their absence, help should be taken from their deputies and other available Team Leaders and Volunteers.	
8	Arranging their accommodations / childcare and obtain clothes / Toiletries etc.	
9	Arrangement of medical examination / treatment first aid and hospital facilities.	

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10	Identify, to help survivors of their personal belongings and possessions.	
11	Notifying Passengers' status to NOK.	
12	To arrange / coordinate travel arrangement.	
13	To Supervise special assistance team to extend MAS / Ground Transportation ambulance services to NOKs.	
14	To help family members / NOKs in obtaining legal documents, medical and dental records in identifying any pax who are deceased.	
15	Arrangement of funeral.	
16	Coordination with PIA Outstation / International offices to notify foreign passengers' NOK.	
17	Helping NOK with repatriation "shipping the deceased to the country of origin / residence".	
18	Participation and special assistance de-brief.	
19	To limit PIA's liabilities.	
20	To supervise FAST and SAT Teams enabling them the control as possible in the facilitation and healing process of survivors and NOKs.	

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5.2.10 Checklist for Medical ERC Team Members

As the Medical Representative on the Emergency Response Centre (ERC) team, you are responsible to:

No.	Action List	Time
1	Assess the situation from the medical point of view.	
2	Get the details of the incident and numbers of injured and dead passengers and crew members.	
3	Assess the level of medical support required. Accordingly manage to provide necessary doctors, paramedics, medicines, finances etc.	
4	Coordinate with the area Medical Officers, Hospitals for providing full medical welfare support to passengers, crew members and employees involved in the accident.	
5	Liaison with the Field Team Medical Rep on continuous basis and provide him necessary resources to deal the situation in the field.	
6	Assist Special Assistance Team Director in rostering and Deploying Family Assistance Volunteers.	
7	Ensure that Family Assistance Volunteers have been dispatched to each hospital and providing necessary support to hospitalized victims.	
8	Utilise maximum number Volunteers Doctors and Staff of Medical Division for deployment in hospitals.	
9	Keep on having the up-dates from the Field Team Medical Rep and volunteers in hospitals.	
10	Regularly have up-dates from the hospitals on “life threatening” or “non-life threatening” injuries from all hospitals. Ensure that these up-dates are being provided continuously to Contact Centre for onward communication with victim families.	
11	Ensure arrangements for temporary mortuary, relocating of dead bodies to proper mortuary and deployment of family Assistance Volunteers for assisting family members at mortuary.	
12	Coordinate with external resources, such as Kenyon International / EDHI and organizations specializing in the recovery, identification and repatriation of human remains.	
13	Ensure continuous updating of data on the casualty status.	

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5.2.11 Checklist of Hotel Inn ERC Team Members

No.	Action Item	Time
1	Immediately on hearing about the incident, Resident Manager, Mr. Ali Hashmi or his representative will be sent to ERC for getting immediate report and initial coordination.	
2	Banners of ERC will be placed at the reception area and designated hall.	
3	Security Guards will be informed of enacting as liaisons to guide Staff / Officers of PIA to designated Hall / Rooms.	
4.	To arrange Food and Beverages.	
5	To arrange and block 10 or required number of rooms for a prolonged period in case of an emergency requirement.	
6.	Coordinate with Communication Division / IT Department.	
7.	Placement of 2-3 T.V Sets with cable in main reception area as well as inside the hall.	
8.	Organize through Motor Transport / contractor one or two micro vans for use of Family Assistance Team Members and general duty.	
9.	Coordinate with Emergency Director / SVP Finance for sufficient amount of cash for unforeseen expenses including transportation / taxi charges etc., for assistance of relatives of victims.	
10	Assist PIA Survivors Coordinator (Hotel) by making arrangements as per his Checklist 7.5.8a.	

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5.2.12 Checklist of PTC ERC Team Members

No.	Action Item	Time
1	Immediately on hearing about the incident, the designated person (Manager Training Support or his deputy) will immediately report to PTC and will coordinate opening of Auditorium, Staff Canteen, Room 225, Room 240, Conference Room and any other required premises.	
2	He will also provide any other assistance to ERP Team / FAST Volunteers.	
3	Will inform Principal PTC / Manager Training Coordination and will seek their guidance on various matters as required.	

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5.2.13 Checklist for Flight Safety & HSE ERC Team Members

ERC Rep. of Flight Safety & HSE will coordinate the PIA activities related to accident investigation and coordinate the matters on official investigation by SIB, CAA Pakistan and with foreign Civil Aviation / investigation bodies.

No	Action Item	Time
1	Report to ERC and obtain latest E&A brief from ED, Situation Room, and Station Head or Station Emergency Coordination Room(SECR).	
2	Obtain following information about the accident: <ul style="list-style-type: none"> • Date / Time / Place • Aircraft Registration • Flight No. • Departure Station • Accident Location (Nearest geographical point) • Details of the passengers and crew on board 	
3	Prepare summary of events.	
4	Activate PIA Accident Investigation Support Team and organise to gather all related personnel for ensuring their departure on Go Aircraft.	
5	Confirm from relevant departments that all required / following documents in connection with the flight involved in the accident have been secured and obtained: <ul style="list-style-type: none"> • Aircraft - Maintenance Record, Life History, Technical records, Fuel & Oil samples, etc. • Crew - Personal, training, medical records. • Flight - Flight Log, Tech Log, Load Sheet, De-Brief • Flight Plan, Cabin Tech log. etc. 	
6	Ensure that CAA Pakistan, President SIB and relevant Civil Aviation Authorities have been notified as per procedure.	
7	Keep a liaison with CAA, SIB and other relevant Civil Aviation Authorities.	
8	Coordinate the arrangements to facilitate the crew during investigation	
9	Coordinate the investigation as per SMS manual.	
10	Liaise with Emergency Director.	
11	Brief Chief Executive about the initial findings on relevant safety and investigation issues / processes.	
12	Confirm and follow-up the FDR, CVR, QAR recovery / removal as relevant	
13	Prepare a preliminary report suggesting immediate remedial measures.	

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5.2.14 Checklist for Cargo ERC Team Members

No	Action	Time
1	Report to ERC and obtain latest E&A brief from ED, ERP Manager, Situation Room and Station Head or Station Emergency Coordination Room (SECR).	
2	Call out other cargo staff as required. Proceed to Cargo Office, as soon as possible.	
3	Make arrangements to obtain and secure all documents and manifest in connection with the Cargo and mail on board from Origin, en-route station and departure station.	
4	Obtain / Verify documents with information regarding DGR or any special Cargo on board, along with loading positions (if available).	
5	Plan security of Cargo at Site.	
6	Coordinate with station / station nearest to resolve cargo related matters (provide details, if cargo on board).	
7	Support field team representative and keep a close contact with him	
8	Advise preventive actions in regard with the dangerous goods / cargo.	
9	Take all actions as per section 7.4.9 of Emergency Response Manual Chapter 7.	

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5.2.15 Checklist for Human Resources & Admin ERC Team Members

In the event of an Aircraft accident the HR Department is to arrange extra manpower required by the Emergency Director and the other action items are as follows:

No.	Action Item	Time
1.	Ensure that HR & Admin. and Legal ERC / Field Team Members have joined their duties.	
2.	Ensure that volunteers are released from their departments for ERP Duties.	
3.	Manager Industrial Relations is the Member of ERC Team Rep. working under SAT Director / SVP marketing PIA.	
4.	Security be posted in Emergency Response Centre, Family Assistance Centres, to check for any unauthorized entry and to prevent these locations from overcrowding.	
5.	If accident is within Pakistan's territory, arrange PIA Guards and local police at the site of the crash.	
6.	Ask General Manager Personnel to look after the personal affairs of any fatalities amongst staff members who might have been on board.	
7.	Ensure that Passport copies, visa letters & other documents are being sent in-time to the respective stations for necessary action.	
8.	Provide required human resource.	
9.	Ensure that Industrial Relations Section is advised to procure required number of coffins and boxes etc. (if necessary).	
10.	Also mobilize Scouts.	
11.	Arrangement & welfare of ERC Team of food / drinks etc.	
12.	Arrangement welfare of PAX arrangements of food / drinks / clothing etc.	

5.3 List of Investigation Kit Items

Maintenance Representative please use best judgment for additional items (Suggested but not limited to)

S/No	Item	Status
1	Aircraft Maintenance Manual (CD ROM)	A+
2	Any other relevant Manual pertaining Aircraft type (CD ROM)	A+
3	Parts Catalogue for Aircraft	A
4	Aircraft information specific as required	A
5	All blank Aircraft diagrams specific to type	N/A
6	Maintenance Laptop with Modem and Printer	N/A
7	Model Aircraft of type	N/A
8	35mm Camera with wide angle lens	N/A
9	Tripod Camera stand	N/A
10	Polaroid Camera with film	N/A
11	Video Camera	N/A
12	Digital Video Camera	N/A
13	Mobile Telephones	N/A
14	VHF Mobile Radios (set)	N/A
15	Hand Held GPS (if applicable)	N/A
16	Screw drivers and all other tools specific to Aircraft	A
17	Flash lights and batteries	A
18	Measuring tapes (100ft / 30m & 30ft / 10m)	A
19	Micrometer and other relevant measuring devices	N/A
20	Compass	N/A
21	Calculators (Solar Powered)	N/A
22	String	N/A
23	Graph paper	N/A
24	Writing utensils	N/A
25	Everyday Personal Protective Equipment (Hard Hats/Glasses...etc)	N/A
26	Portable Generator Powered by fuel	A*
27	Portable Compressor Powered by fuel	N/A

Note:

- A - Available, N/A - Not Available,
- + - Not for Fokker & Twin Otter
- * - Available Generator (Model-1977) is Obsolete. Spars not available in maintenance.

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SVP ENGINEERING

1. Ensuring that divisional representatives have joined their duties at ERC and Field Team.
2. Maintaining close coordination with the Engineering Home Base Team.
3. Ensuring the arrangements for disable aircraft recovery through all available resources.
4. Ensuring close Coordination with the manufacturer of the aircraft about the accident through the manufacturer's representative.
5. Ensuring that all concerned documents of the aircraft involved in the accident have been secured.
6. Ensuring availability of one standby aircraft, if required to operate relief flight.
7. Ensuring that all maintenance personnel continue working normal so that no disruption to other services takes place.
8. Visiting the bereaved families of Engineering personnel, on board the unfortunate aircraft and extending support through Family Assistance Team Members.
9. Ensuring provision of resources regarding the Maintenance Investigation and Recovery kits.
10. Notifying any changes in the names and contacts of team members representing Engineering in ERP to SVP Coordination / SVP IT, whenever such changes occur due to transfer or attrition.


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**Chief Engineer Line Maintenance
(Engineering Member at ERC)**

Chief Engineer (Line Maintenance) / Nominee is responsible to provide all relevant technical support to ERC response effort. The Emergency Director is in control of entire including flow, release, control of information and all decisions.

In respect of ERP his responsibilities are:

1. Upon activation of ERP join duty at ERC at the earliest.
2. Provide liaison between engineering department and ERC.
3. Inform CE (QS) or his nominee in timely manner for security of maintenance record of the unfortunate Aircraft and get the confirmation for the same.
4. Inform CE (DE) or his nominee in timely manner for the availability of all pertinent maintenance data for the accident aircraft.
5. Ensure effective coordination between nearest Engineering Personnel /Technical Rep of handling Agency and ERC.
6. Ensure effective coordination between Engineering Personnel at last departure station and ERC.
7. Activate the Engineering Family Assistance Team whenever required.
8. Arrange the availability of aircraft, when relief flight is required.
9. Establish contact with the appropriate aircraft manufacturer whenever required.
10. Ensure effective administration of shift patterns of Engineering Member (EM) at home base team to ensure avoidance of burn out.
11. Ensure notification (through SVP Engineering) of any changes in the names and contacts of any team member and the standby personnel nominated in ERM.
12. Ensure that the Maintenance/Investigation Kit should be ready for use in case of emergency.
13. Ensure effective coordination between ERC and CE (BM) for activation of recovery team.

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Chief Engineer (Quality Systems)

Chief Engineer (Quality Systems) / Nominee, is responsible to provide all relevant technical support to the ERC response effort. The Emergency Director is in control of the entire effort including flow, release, control of information and all decisions.

In respect of ERP his responsibilities are:

1. Ensure collection and security of records of the accident A/C whenever required by Engineering Member Home Team (EM).
2. Keeps effective coordination with EM regarding the record and investigation of the accident aircraft.
3. Ensure the transportation of the secured maintenance record to a location desired by EM if required by ERC.
4. Ensure periodic inspection of Investigation/ Maintenance Kit placed at ERC (KHI).
5. Ensure the availability of Investigation Team whenever required by the ERC.
6. Ensure development of procedures necessary for the investigation of various aircraft.
7. Ensure periodic training of personnel on investigation procedures & techniques.


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Chief Engineer (Development Engineering)

Chief Engineer (Development Engineering) / Nominee, is responsible to provide all relevant technical support to the ERC response effort. The Emergency Director is in control of the entire effort including flow, release, control of information and all decisions.

In respect of ERP his responsibilities are to:

1. Ensure collection and availability of all pertinent Maintenance Data of the accident A/C whenever required by Engineering Member Home Team (EM).
2. Ensure effective coordination with EM regarding the Maintenance Data of the accident aircraft.
3. Ensure the transportation of the Maintenance Data to a location desired by EM if required by ERC.

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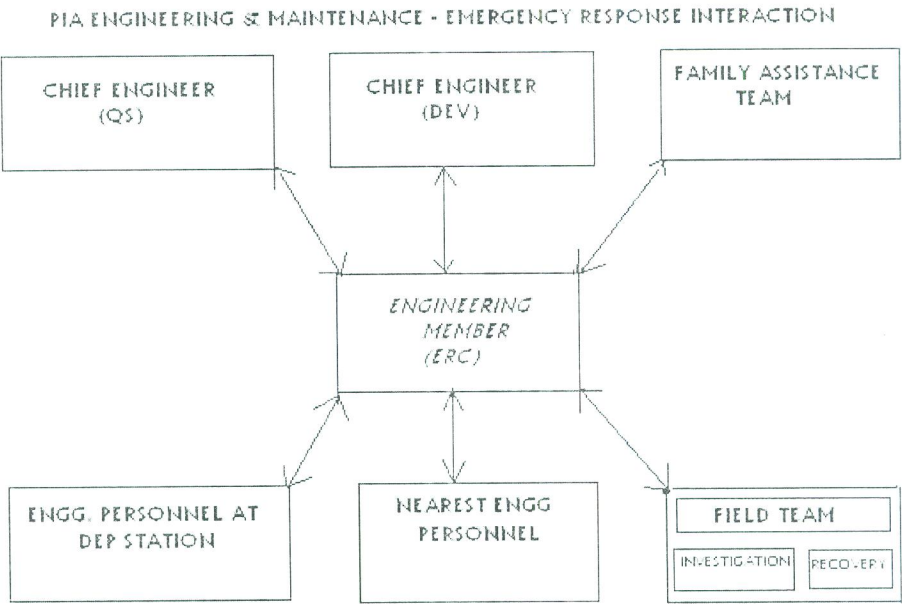
Chief Engineer (Base Maintenance)

Chief Engineer (base Maintenance) / Nominee, is responsible to provide all relevant technical support to the ERC response effort. The Emergency Director is in control of the entire effort including flow, release, control of information and all decisions.

In respect of ERP his responsibilities are to:

1. Ensure the availability of Recovery Team whenever required by the ERC.
2. Ensure the availability of Recovery Kit whenever required by the ERC
3. Ensure development of procedures necessary for the recovery of the different aircraft.
4. Ensure periodic training of personnel on recovery procedures & techniques.
5. Ensure up-gradation of Recovery Kit as and when required.
6. Ensure the transportation of Recovery Kit whenever required by EM.

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List of Investigation Kit Items

*Maintenance Representative please use best judgment for additional items
(Suggested but not limited to)*

ITEM
<ol style="list-style-type: none">1. Aircraft Maintenance Manuals (CD ROM)2. Any other relevant Manuals pertaining to aircraft type (CD ROM)3. Parts Catalogue for Aircraft4. Aircraft information specifics as required (eg. approved procedures for aircraft wreckage removal)5. All blank aircraft diagrams specific to type6. Maintenance Laptop with Modem and Printer7. 35mm Camera with wide angle lens8. Tripod camera stand9. Polaroid camera with film10. Digital video camera11. Mobile telephones12. VHF Mobile Radios (set)13. Hand held GPS (if applicable)14. All relevant tools specific to aircraft maintenance15. Flash lights and batteries16. Measuring tapes (100ft / 30m & 30ft / 10m)17. Micrometer and other relevant measuring devices18. Compass19. Calculators (Solar Powered)20. String21. Graph paper22. Writing utensils23. Everyday Personal Protective Equipment (Hard Hats / Glasses...etc)24. Portable Generator Powered by fuel25. Portable Compressor powered by fuel

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SAMPLE PRESS RELEASE - 1

PIA regrets to confirm that one of its aircraft: (Boeing / Airbus / ATR with flight number PK from towas involved in an accident at around hrs local time today the

Although no further details of the accident are available at the moment, total number of passengers is crew is

PIA is doing everything possible to help passengers and to assist authorities at this time.

Families of the affected passengers may contact PIA Emergency Call Centre on

- Number:.....)
- 92-21-111-786-786) Actual Numbers to be decided by ERC at
- 0800-.....) the hour of need
- ..)

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SAMPLE PRESS RELEASE – 2

We deeply regret to inform that all indications point towards no surviving passengers or crew from today’s accident with PK.... from to

All available information from PIA has been handed over to the relevant authorities.


The first aircraft containing next-of-kin will be flown to at hours on..... Mr....., Chairman and CEO of PIA, will be on board the flight. An addl next-of-kin flight is planned for

A second press conference was held at PIA Training Centre, Karachi at hours today.

PIA is doing everything possible to help our passengers’ and crews’ relatives economically by offering such payments as may be necessary to meet their immediate needs. As an interim relief PIA will, regardless of the cause of the accident, pay a sum of per passenger to next-of-kin.

The aircraft, a Boeing / Airbus /Fokker was delivered to PIA on and has flown hrs in flights. The aircraft is equipped withengines. The latest major check was performed on

The names of the passengers and crew will be released when all next-of-kin have been notified. A special hot-line numberhas been established for families and relatives.

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ERC REPORT FORM

From: _____

Date: _____

Action Taken: e.g: sent or received fax; updated boards; record of direction given or received, or decision made by etc.

OR

Message taken: / Call made by (name block capitals) _____

Time of Message / Call _____

Message from / Call to _____

Contact number _____

MESSAGE / CALL DETAILS

ACTION TAKEN OR RECOMMENDED OR INFORMATION PASSED TO _____

Circulate to: 1. _____

2. _____

3. _____

4. _____

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6.1 FIELD TEAM MEMBERS

Proceeds into activity of the accident site or station nearest, to provide support to the station, liaison with agencies and represents the company at the accident site, Airport Emergency Operation Center (EOC managed by CAA) and Family Assistance Centers.

- ➔ Emergency Response Planning
- ➔ Flight Operations
- ➔ Flight Services
- ➔ Engineering
- ➔ Public Affairs
- ➔ Finance
- ➔ Cargo Division (Marketing)
- ➔ Pax Sales (Marketing)
- ➔ Flight Safety & HSE
- ➔ Information Technology
- ➔ Security
- ➔ Insurance
- ➔ Medical
- ➔ HR & Administration
- ➔ Food Services
- ➔ Pax Services
- ➔ PIA Scouts

List of designated Field Team Members and their contact details are given at Appendix “A” to Chapter 6.

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6.2 FIELD TEAM

A team of PIA management, specialists, volunteers and support personnel, from PIA KHI, tasked with:

- On site assistance and support to any PIA Outstation, during and after any accident affecting that Station directly, or occurring within the “local area” of the Station.
- Managing and executing the on site PIA local crisis response at “remote” locations i.e. accident occurring during "enroute" phase of flight.
- Conducting appropriate on site investigations to the extent permitted by regulatory bodies.

The Field Team proceeds to the activity site or station nearest, to provide support to the station, make liaison with agencies and represents the company at the accident site i.e. Airport Emergency Operations Centre (EOC managed by Civil Aviation Authorities) and Family Assistance Centres.

GO Aircraft target time for take off is within 3 hours of first E&A notification.

Field Team members are required to be ready within this time and take every thing they need.

6.3 PIA ACCIDENT INVESTIGATION TEAM

Essentially, the PIA accident investigation team (and supporting personnel) deployed to remote or relatively remote sites. This team is anticipated not to exceed 10 to 12 persons.

This team is supported by specialized equipment which comprises part of the *GO Kit*.

6.4 HUMANITARIAN, OPERATIONAL AND ADMINISTRATIVE SUPPORT

This is an element of the Field Team that would operate at the nearest suitable location to the E&A site. This could range from a PIA Station / Airport to a City, a Town, and possibly even a large village. Wherever the location, it should be able to support the administrative, logistical and other requirements of this team.

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6.5 GO AIRCRAFT

Aircraft that will transport the Field Team and GO Kit to the accident location or as close as possible to that location. The GO aircraft might not be a PIA aircraft i.e. it might be other Airlines Charter etc – whatever ERC can arrange.

GO aircraft target take off time from KHI is targeted to be within three hours of accident notification

6.6 DEPARTMENTS PROVIDING GO TEAM PERSONNEL

- Emergency Response Planning (ERP)
- Communication
- HR & Administration
- Flight Operations
- Flight Service
- Engineering
- Security
- Flight Safety & HSE
- Finance
- Insurance
- Legal
- Medical
- Marketing
- Cargo
- Passenger Service
- Public Relations
- Food Service
- and Family Assistance Team

6.7 DEPARTMENT PERSONNEL WHICH FORM PART OF INVESTIGATION / INVESTIGATION SUPPORT TEAM

- Flight Safety & HSE
- Flight Operations
- Flight Service
- Engineering
- Security
- Medical

6.8 DEPARTMENTS THAT NEED TO PROVIDE SPECIALIZED EQUIPMENT IN ADDITION TO THAT FOUND IN THE GO KIT

- Engineering
- Safety
- Medical

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6.9 FIELD TEAM GUIDELINES

All Field Team members should report to the PIA ERC, where the briefing will be given to them by the Emergency Director and further by the relevant ERC Team members. All other formalities like tickets, Special requirements, and Credit cards etc will be dealt here. Check-in will be performed on priority basis at the hand baggage counters.

All Field Team personnel are reminded that, on deployment, their personal baggage should be of a size and weight that will permit storage in cabin overhead lockers (i.e. hand baggage only)

Field Team personnel e.g. Engineers, Safety Team, Medical Team required to take "specialized" equipment from storage and loaded on the GO Aircraft. Procedures for such pre-planning and exercising are to be noted in the relevant Plans. Pre-prepared inventories for such equipment are to be maintained "current and correct" at all times.

6.10 WHAT TO TAKE (IN GENERAL)

In addition to the professional equipment and paperwork required to accomplish the relevant on site job (not including GO Kit), Field Team members should take the absolute minimum amount of clothing, toiletries, etc to last about seven to ten days. Please take hand baggage only.

The initial IVR message from Situation Room should state accident location / country and a brief report of climatic conditions. Depending on this, and time of year, will help in deciding on what type of clothing might be required – use common sense and general knowledge for this. (Do **not** call the ERC or Situation Room and ask).

Ensure that passport, ID card(s), driving licence, vaccination certificates, credit card(s), limited amount of cash etc are current (as appropriate) and carried. Also take passport type photographs.

Just as importantly, do not forget spectacles / contact lenses, routine medication (with supporting medical documentation if using "restricted" drugs), other "personal health" items – (especially if female), sun block cream (high protection), mobile phones (with charger, international electric socket adapter, spare battery, international roaming chip) etc.

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Ensure that a relative, friend or neighbour is aware of where you are going and for approximately how long. As a part of the Field Team that **must** travel on GO Aircraft, consider maintaining a pre-packed bag at home / work, at all times. If you do not do this, you might delay departure of this aircraft. Potential Media spokespersons should have a dark suit, white shirt and suitable tie available at all times. Whilst potential members of Field Team will be supplied with most items of Personal Protective Equipment (both environmental and biohazard).

6.11 FIELD TEAM – VACCINATIONS AND GENERAL HEALTH

All potential Field Team members are to be vaccinated /boosted /dosed (up to date) against the following:

- Diphtheria
- Tetanus
- Polio
- Hepatitis A and B
- Typhoid
- Meningitis
- Yellow Fever

Medical Division Plan will provide for extra procedures and measures required to ensure the fitness, health and suitability of all potential members of the Field Team. This will include BCG vaccination, screening medicals, issue of personal First Aid Kits to all such personnel, on deployment etc.

All potential members of the Field Team are to be qualified and current First Aiders. Furthermore, they are to be fully trained and versed in all aspects of accident site blood pathogen protective procedures in accordance with current Medical Division policy. Appropriate certificates are to be carried.

Anti malarial (and other) drugs as appropriate, together with other treatments, equipment, medication and medical supplies, in sufficient quantities, will be deployed on the GO aircraft by the Field Medical Team.

All potential Field Team members are **personally responsible** for obtaining / updating and maintaining the above protections any Field Team member, not having full immunisation / protection / health check requirements as per above - and any other current (at time of deployment) and relevant rules, regulations and procedures, understands and acknowledges that the Company will not be liable, under any circumstances, for any disease / illness / affliction etc, suffered by a

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deployed Field Team member, as a result of not being so immunised, protected, checked.

This latter extends to any adverse effects suffered by deployed Field Team members, directly attributable to personal disinclination to wear and correctly use supplied personal protective equipment (PPE), as applicable to circumstances, and in accordance with prevailing Company policy.

On or before boarding the GO aircraft, Field Team members will be required to give a verbal undertaking, to a responsible PIA officer, that full protection, checks, training and experience (as appropriate and as indicated above) have been met and are current.

Reminder

All Field Team members should check before travel:

- Travel and ID Documents
- Vaccinations
- Personal clothing, toiletries, etc
- Cash, Credit cards, etc.
- Mobile Phone
- Personal medication
- 12 x passport type photographs of self
- Documentation and equipment required to undertake Field Team task

6.12 GO AIRCRAFT – ENROUTE

The Field team Leader should be in contact with Situation Room during the flight enroute for the Situation Report (SITREP) via the cockpit communication facility.

Depending on circumstances upon arrival at the accident site / airport nearest accident site, Leader of Field Team, Investigation, Humanitarian and Ops Support & Admin Members, and Family Assistance Specialist - will report to the PIA Station Emergency Coordination Room (SECR) for a full briefing by Station Head / Station Manager. After briefing, this group will in turn, give the briefing to the Field Team members, additionally providing them with further instructions and directions as to further deployment, accommodations, transportation, operating area, shifts, details of the local PIA and other relevant response organisations, local protocol and hazards etc.

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Once the Field Team and equipment have departed from the GO aircraft, it will be the responsibility of the ED to determine when to release the aircraft, and co-ordinate this with the Flight Crew and the Situation Room. On site, Field Team Leader (or alternate) will conduct at least daily debriefing / briefings.

6.13 LOCAL PIA LIAISON

Station Head / Station manager will assign (or arrange for) a suitably senior, experienced and knowledgeable local PIA / GHA /other person to the Field Team Leader (on arrival), for liaison duties. The assigned Local PIA / GHA Liaison Person will provide support and facilitation to the Field Team management. It will be his /her responsibility to ensure that (as possible and practicable) local communications, facilities, transportation, equipment, translators, passes and permits, information on local and relevant law/culture etc - are made available to the Field Team, as required.

In addition he / she will assist in organising joint meetings between (relevant members of) the PIA Field Team and other participating agencies and governmental organisations, as often as need demands.

6.14 FIELD TEAM MANAGEMENT

A PIA’s SVP (Leader Field Team - reporting directly to PIA Emergency Director) will be appointed by ED to lead and travel with the Field Team. Reporting to this person will be the “Investigation Field team Member,” the “Humanitarian Field team Member” and the "Operational Support and Admin Members". However, all of these members are to be capable of deploying / operating independently, as required.

Field Team general E&A response “expertise and advice” will be provided on site by a suitable member of the ERP Department and by the ERP Department Family Assistance Specialist or designated alternates.

Manager ERP will be available in Karachi – He will **not** deploy with the Field Team, as their expertise will be required by the ERC in KHI. In such circumstances, and where possible, a suitably trained and experienced ERP Person will deploy with the Field Team, and assume the responsibilities.

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6.15 FIELD TEAM LEADER

Will be one of the SVP Flight Operations or SVP Engineering or some other SVP (final approval by Emergency Director).

The GO aircraft will depart without the Leader Field Team, if undue departure delay would ensue by late arrival of this person at the airport. In such circumstances, the Leader Field Team will deploy on next available flight. Senior most Member will perform Leader Field Team functions until such time as the latter can assume these duties directly.

- Responsible for overall management of on site E&A effort. The Station Head will be relieved of overall on site E&A management on the arrival of the Field Team Leader.
- Be totally familiar with all relevant aspects of the PIA ERP Manual.
- Attain a good working knowledge of the appropriate on site (local) PIA E&A Plan.
- Attain a working knowledge of the Airline Accident Investigation Team functions on site.
- Facilitate all on site and any other emergency support as required by circumstances.
- Act as primary on site PIA link with all government and other authorities, if circumstances so dictate.
- With ED / Public Relations approval, act as primary on site PIA link with the Media, if circumstances so dictate.
- Provide corporate support and guidance to Investigation, Humanitarian and Ops Support & Admin Managers, if required.
- Ensure that regular and full Situation Reports (Big Picture Report) are made to ED at regular Intervals.

6.16 INVESTIGATION MEMBER / INVESTIGATION SUPPORT TEAM

These are from Flight Safety Department. The Investigation Member **must** travel on the GO Aircraft, with all core members of his investigation and support team. This group is to be capable of meeting the GO aircraft take off time requirement of within 3 hours. Other investigation/support team members will deploy on next available flight, if unable to make GO aircraft deadline for departure.

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Investigation Member is responsible for ensuring that appropriate specialized equipment is called forward from storage and loaded on GO Aircraft. Flight Flight safety & HSE Department will initially appoint the Investigation Member.

6.17 HUMANITARIAN MEMBER

He is from HR Department. The Humanitarian Member **must** travel on the GO aircraft and must, at all times, be capable of meeting the take off deadline accordingly. HR Dept will appoint this member.

6.18 SUPPORT & ADMIN MEMBER

Must at all times, be capable of meeting take off time deadline of GO aircraft. Is responsible for ensuring that specialized equipment (satellite phone, spare mobile phones, lap top PCs, credit cards etc) is deployed with GO Team.

6.19 FAMILY ASSISTANCE SPECIALIST

The Family Assistance specialist is from the ERP Section. Additionally, ERP Section must be capable of supplying the maximum possible numbers of Family Assistance Team volunteers within the GO Aircraft take off deadline, commensurate with numbers requested by Area / Station. If the latter is not specified, as many as possible should be deployed, with a target of 1 FAST volunteer per 1 flight pax. More Family Assistance volunteers will deploy on next available flight, as required.

6.20 FIELD TEAM MEMBERS

All Field Team members should have a reasonable working knowledge of the procedures contained in ERP Manual “Guidelines for Area / Outstation Emergency and Accident Planning” - and are required to incorporate any relevant provisions mentioned in the above document into their own Field Team plans, procedures and checklists.

Field Team members are directly responsible to the SVP of relative Department for the timely and efficient production of the relevant plans, procedures and checklists associated with their role in the Field Team.

The following Departments must, **at all times**, be capable of rostering / supplying at least *one or more* persons who can comply with the GO Aircraft take off deadline:

- Communication

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- Engineering / Engineers (Engines and Airframe), at least 2 Technicians
- Flight Operation
- Flight Service
- Medical (Doctor and Nurse)
- Security

6.21 CAA (PAK)

Any accident investigation will be conducted under the auspices of the relevant regulatory bodies of the "State of Occurrence" (i.e. where the accident occurred) and the "State of Registration" (i.e. registration country of the accident aircraft). All PIA aircraft are registered and fall under the auspices of the Civil Aviation Authority (CAA) Pakistan.

From a Pakistan/PIA viewpoint, any accident investigation aspects, including an invitation to PIA to participate, will come from CAA. However, the lack of such an invitation should not prevent deployment of the Field Team to the local area of the E&A site itself.

In reality, such an invitation is expected to be extended to PIA and, it is likely that a CAA representative would actually deploy to the location, on the PIA GO aircraft.

Activation

Based on initial circumstances, the Situation Room will activate the Field Team.

For activation, the Situation Room will:

Initiate the E&A IVR callout through PIA Contact Centre.

Allocate a PIA/alternative Field aircraft and crew

Activate GO Kit to be loaded on GO Aircraft

6.22 GO Kit

Pre packed bags / container(s) containing most of the likely equipment required for use by the GO team. The container(s) are stored in the Karachi Stores. The equipment is basically sufficient to fully support the Field Team at remote sites (under all but the most extreme of weather conditions) - assuming that they are operating from suitable locations e.g. airport, city, town, etc. Food, water and fuel are not included.

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6.23 BLOOD BORNE PATHOGEN PROTECTIVE PROCEDURES AND PPE

The purpose of this Exposure Control Plan is to describe the means to protect personnel from blood borne pathogens which might be encountered during the course of their investigations in the field or during examination of wreckage specimens at a location remote from the accident site. This will be accomplished by mandating the use of universal precautions implemented by work practice and engineering controls, personal protective equipment (PPE), housekeeping and biohazard labelling. Personnel will be educated as to the health hazards, Hepatitis B vaccine requirements and post-exposure evaluation. Training, medical services and PPE will be free of charge. Annual refresher training on blood borne pathogens will be required. Training records will be maintained by the ERP Department. Hepatitis B vaccination records, vaccine consent / declination forms and post-exposure evaluation records will be maintained by the PIA Medical Division.

This Exposure Control Plan complies with the U.S. Department of Labour Occupational Safety and Health Administration Regulation (OSHA) 29 CFR Part 1910.1030 – Occupational Exposure to Blood Borne Pathogens. In the event of discrepancy between this plan and the OSHA standard, the standard shall take precedence.

Exposure Determination

PIA Field *team* Members, as appropriate to emergency role may have contact with blood or other potentially infectious materials during the conduct of an accident/incident investigation or the examination of wreckage specimens. The exposure determination shall be made without regard to the use of PPE.

Methods of Compliance

Methods of compliance include the concept of Universal Precautions, Engineering and Work Practice Controls, Personal Protective Equipment, Housekeeping, Biohazard Labelling and Signage, Training Requirements, and Medical Record Keeping.

Universal Precautions

Universal Precautions shall be observed to prevent contact with blood or other potentially infectious materials. Under circumstances in which differentiation between body fluid types is difficult or impossible, all body fluids shall be considered potentially infectious materials.

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Work Practices

The following work practice controls are in place:

a) **Hand washing is required.** Employees shall wash hands and any other skin with soap and water or flush mucous membranes with water immediately or as soon as feasible following direct contact with blood, body fluids, or other potentially infectious materials. Employees should have been instructed in this procedure and know the location of the wash facilities. In the field, employees will use antiseptic wipes for this purpose, followed by thorough washing as soon as facilities are available.

b) **Handling of wreckage and other specimens.** After examination, all contaminated specimens are to be placed in appropriate receptacles for disposal or archiving.

c) **Personal prohibitions and decontamination practice.** During the investigation at an accident site that has been declared a biohazard area (or the investigation of wreckage is clearly in a contaminated area) - personnel are not to eat, drink, smoke, apply cosmetics or lip balm, or touch any mucous membrane. In the event that there is a requirement to break from the conduct of the investigation for any personal needs, employees shall:

- exit the accident site via the defined entry/exit point.
- disinfect work gloves, goggles, and boots.
- remove waterproof inner gloves and re-glove.
- remove contaminated PPE as per the trained procedures.
- place disposable PPE in the identified biohazard bags.
- immediately after removal of all PPE, cleanse hands and face with the antiseptic wipes and, as soon as practicable, wash hands and face with soap and water.

d) Storage of food and drink is prohibited in places where potentially infectious materials (such as contaminated specimens) are kept or are in the process of transport. This applies to containers such as refrigerators, shelves, cabinets, countertops, and storage compartments in vehicles.

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e) Non-disposable accident investigation equipment that may become contaminated is to be disinfected after each use by using an approved disinfectant. If the equipment cannot be decontaminated before transport, employees are to put the equipment into identified biohazard containers.

f) Closable, leak-proof containers with appropriate labelling are available for all other regulated waste or specimens containing sharp objects. CRPD will ensure the availability of appropriate containers for accident investigations.

Engineering Controls

Conduct a task analysis and identify the engineering tasks necessary for accomplishing the field investigation and shop/bench tear down activities. The following engineering controls apply to the examination of instruments, seats, restraints, cabin furnishings, and any other component examined during the conduct of the accident investigation:

a) Where hand washing facilities are not readily available, as in the conduct of an accident investigation, antiseptic wipes are to be available for employees' use. The wipes should be immediately available to the employee as part of the PPE kit that is provided for accident investigations.

b) Specimens of blood or other potentially infectious materials must be kept in leak-proof containers during collection, handling, and storage. When packages that contain blood or other potentially infectious materials are shipped, a biohazard label must be affixed to the exterior of the package and all applicable shipping requirements met.

c) Other regulated waste includes used gloves, soiled laundry, and other contaminated specimens. This waste is to be kept in a red biohazard plastic bag inside a cardboard box in a labelled closed container, which can hold all contents, without leakage during handling, storage, and transport. Field Team staff involved in accident investigation must have procedures for the management of biohazard waste. These procedures are to include e.g. co-ordination with local hospitals and the Police for pickup or receipt and disposal of the regulated waste. This action is to occur as soon as practical following

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departure from the accident site. Where practical, hazardous waste should be enclosed in a body bag (inside sealed bags) and trans-shipped to the local hospital mortuary, along with human remains from the accident site, as applicable.

6.24 PERSONAL PROTECTIVE EQUIPMENT (PPE)

The following considerations must be applied in the selection, care, and use of PPE:

- a) Boot covers, goggles, and utility gloves and disposable PPE, such as moisture proof glove liners, breathing masks and overalls in the appropriate sizes, are available for all workers at risk of exposure and are provided as part of the accident investigation / Field team kit. They must be used whenever exposure to infectious material is possible as stipulated in “Universal Precautions”. Waterproof glove liners (hypoallergenic gloves, if required) will also be available. Emergency Response Planning Department will establish methods and means for re-supply of PPE and assure a readily accessible location for storage of all PPE. All disposable items must be discarded whenever they are removed or damaged and immediately placed in biohazard waste containers.
- b) Non-disposable PPE, such as utility gloves, boot covers, and goggles, are available for all employees who are at risk of exposure to contaminate. The PPE is to be examined for damage before use and replaced as necessary. Non-disposable PPE is to be used whenever disposable PPE does not provide adequate protection from puncture or airborne debris. If non-disposable PPE remains usable, it must be disinfected with bleach upon exit from the exposure condition, suitably bagged for transport, and cleaned before return to use.
- c) Face protection, including eye shields or goggles, must be used when the risk of splatter or minute droplets (air borne) of contaminated material might be a present factor.

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Housekeeping

The following housekeeping procedures are generally applicable on or off the accident site and for the storage of accident investigation specimens that may be contaminated:

- a) Housekeeping procedures for cleaning and decontaminating work stations, non-disposable PPE, and accident investigation equipment are to be carried out by the relevant *Field Team* personnel, only while wearing appropriate PPE.
- b) Employees are responsible for ensuring that equipment or surfaces are cleaned with an appropriate disinfectant, such as 10 percent solution of household chlorine bleach, and are decontaminated following contact with a contaminant and also when they are finished using them.
- c) Employees are to clean reusable receptacles, which have a reasonable likelihood of being contaminated, with an appropriate disinfectant and replace protective coverings for surfaces and equipment, after decontamination, at the end of the work shift.
- d) Broken glass from specimens that may be contaminated is to be picked up using a brush and dust pan, forceps, or tongs. Instruments used for cleaning must be cleaned and de-contaminated if necessary.
- e) Containers for contaminated material must be closable, puncture proof, and leak proof.
- f) Colour coded and labelled bags/containers are to be available for laundry storage prior to cleaning. Most items used are disposable. Those contaminated items which may require laundering are to be handled as little as possible.
- g) Contaminated laundry which is wet and presents a reasonable likelihood of soak-through or leakage from the bag or container is to be disposed of in containers which prevent soak-through and/or leakage of fluids to the exterior.

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Protective gloves must be used by all workers who have contact with contaminated laundry. Other protective equipment is to be available as required.

h) In the event of a requirement to examine contaminated accident wreckage specimens, the examination must be conducted in an area suitably isolated from the normal work areas and precautions taken to ensure that all contact with the specimen(s) is amenable to disinfection.

Labels and Signs

Red colour coding and/or biohazard labels are to be used to mark all hazardous items. Hazardous items to be marked with red colour coding and/or biohazard labels include sharp object containers, containers of other regulated waste (laundry and used gloves), and refrigerators or freezers that hold potentially infectious materials. Containers which are used to transport, ship, or store potentially infectious materials, are also to be marked with red colour coding and/or biohazard labels. Contaminated areas at the accident site must be marked with biohazard labels to warn personnel accordingly.

Hepatitis “B” Vaccine

The Hepatitis B vaccine is available from PIA Medical Centre to *Field Team* staff who may be exposed to biohazards at an accident site i.e. potentially, all Field Team staff.

All accident investigation staff are offered the Hepatitis B vaccination series as they may have contact with blood or other potentially infectious materials during the on-scene conduct of an accident/incident investigation or the examination of wreckage specimens. Immunity to Hepatitis B should be checked every 10 years. Any investigator who declines Hepatitis B vaccination or is advised that they are no longer Hepatitis B immune shall advise the Leader Field Team immediately and, in all cases, before deploying with the Field Team.

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6.25 EXPOSURE INCIDENT EVALUATION AND FOLLOW-UP

An “exposure incident” is defined as “contact with blood or other potentially infectious materials that results from a worker’s job duties, and creates some potential for infection. Such exposures may include injection through the skin or contact with the eye, mouth, other mucous membrane, or non-intact skin.” In the event of such an incident, the following procedures must be followed:

- a) The employee is to inform the Field Team leader on site as soon as possible of an obvious or apparent exposure incident. Following this initial contact with the Field Team leader, the medical consultant / doctor is to be notified.
- b) The doctor must then conduct an evaluation of the circumstances of the exposure and qualify whether or not it was an exposure incident.
- c) If an exposure incident is confirmed, the doctor is to initiate a request to the employee’s health care provider to evaluate and treat the employee. A licensed physician or health care professional will perform the evaluation and medical follow-up for the exposed employee at no cost to the employee. All required laboratory tests are to be done by an accredited laboratory by PIA.
- d) When practicable, the source individual is to be identified and source blood collected.
- e) After consent of the source individual is obtained, HIV and HBV/ HCV blood or specimens testing will be performed as soon as possible unless the source is known to be infected with HIV or HBV/HCV.
- f) The employee is to be informed of source blood test results and of applicable laws governing disclosure of this information.
- g) The employee is to be offered blood collection and/or testing. The employee has the right to refuse either or both. However, if the exposed employee gives consent for the blood collection but not for HIV testing, the blood

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is kept for 90 days during which time the employee can choose to have the sample tested.

- h) Appropriate post-exposure prophylaxis is offered to the exposed employee and may include immune globulin or other treatment for Hepatitis B.
- i) Counselling and evaluation of any reported illness is to be provided PIA.
- j) A written opinion by the evaluating health care professional stating that the exposed employee has been informed of the results of the evaluation and about any exposure-related conditions that will need further evaluation and treatment is to be included in the employee's medical record.

Information and Training

All employees with occupational exposure to blood borne pathogens must participate in a training program. Training will be provided at the time of initial assignment to a job task where occupational exposure may occur and at least annually thereafter. Each department charged with accident investigation response/participation (i.e. all potential members of the *Field Team*) is charged with scheduling training.

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CHECKLIST FOR FIELD TEAM LEADER

No.	Action Item	Time
1	Obtain latest E&A brief from ED, ERP Manager, Situation Room, and Station Head or Station Coordination Room (SECR).	
2	Take items / carry out initial actions as per Emergency Response Manual (ERM), Baggage should be able to fit into overhead bin. Ensure that dark suit, white shirt and sober tie are carried. Take a copy of ERPM.	
3	Report to GO Team check in area at KHI airport, as per ERM.	
4	At departure gate (time permitting) call Emergency Director for briefing. Obtain brief from Situation Room if Emergency Director not contactable.	
5	On board GO Aircraft, ensure that Commander is aware of your role - and is further aware that he is to be your primary on board communications link with the Emergency Director, using Cockpit communication, Sat Phone or any other suitable means of as required.	
6	Ensure that Ops Support & Admin Member has brought with him / her, a copy of the local Station emergency/accident plan, as appropriate.	
7	Study the overview of the plan and other appropriate Chapters (specifics of the plan) of the local Station emergency plan whilst en route to accident location (airport nearest).	
8	Obtain updated briefs from Emergency Director, whilst en route.	
9	Brief Investigation, Humanitarian and Ops Support Managers and formulate an outline action plan for after arrival at airport nearest accident site.	
10	On arrival, and in company with above managers, report to SCR at the airport for updated local briefing.	
11	Deploy GO Team as required.	
12	Assume general responsibilities, on behalf of Emergency Director, and as appropriate to actual circumstances: <ul style="list-style-type: none"> oversight of local in country PIA Teams. oversight of GO Team Investigation, Humanitarian and Ops. Support & Admin Teams. Oversight of local Media response. 	
13	Conducting regular PIA staff briefings.	
14	Maintaining communication and liaison with ERC KHI.	
15	Act as Company spokesperson to the Media.	

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CHECKLIST FOR FLIGHT OPERATIONS MEMBER

No.	Action Item	Time
1	Listen carefully to Situation Room IVR emergency / accident message for details Acknowledge IVR call as instructed.	
2	Report to ERC and obtain latest E&A brief from ED, ERP Manager, and Situation Room.	
3	Function before reaching the site. 1. Aircraft Operating Manual for the type of aircraft involved obtained. 2. Personal identifications, Credit cards, Cameras, Films etc arranged. 3. Telephone contact of crew obtained. 4. Photographs of crew from personal file obtained. 5. Medical Book / History obtained. 6. Personal belongings, valid visa and passport checked.	
4	Report to Field Team check in area at KHI airport.	
On Reaching Site		
5	Ensure injured Crew member receiving proper medical care by a qualified medical doctor.	
6	If injury requires hospitalization ensure transportation to a hospital where all facilities are available.	
7	If crew already admitted to a hospital ensure proper treatment being received.	
8	Visit injured crew in hospital when time permits.	
9	Confirm Crew has contacted their families and / or friends.	
10	If crew unable to contact themselves then ensure that their families have been informed. Call families and friends of crewmembers on telephone.	
11	Personal belonging of the crew members secured.	
12	Evidence about accident received and Statements of crewmembers recorded.	
13	Check cockpit if possible.	
14	Check and find about the recovery of CVR and DFDR.	
15	Deceased Crew members if any identified by the photographs and personal belongings. Police Authorities informed about the deceased crew.	
16	Uninjured crew members shifted to a Hotel. The hotel selected should not be the Normal Lay over Hotel and it should be equipped to handle tight security. The privacy and comfort of crew be insured and the press be prevented from gaining access.	

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17	Arrange for replacement of personal belongings such as clothing, toiletries etc.	
18	Security for crewmembers arranged.	
19	Arrangements made to ensure that crewmembers are not interviewed by accident investigator or police until cleared by a qualified aviation medical doctor.	
20	Ensure crew members right for council and representation.	
21	Obtain Authorization from the investigating agencies and / or Police Authorities for release of crew.	
22	Provide psychological support and stress relief assistance to the crew	
23	Assist in the official investigation of the accident. Councils and representation for crewmembers arranged.	
24	Obtain a copy of draft accident report for review.	
25	Work as Member of Corporate Site Investigation team.	
26	Ensure that the media has been handled carefully.	
27	Maintaining communication and liaison with ERC KHI.	
After Return to Base		
28	Assistance to crewmembers in the In-house Investigation provided.	
29	Assistance to crewmembers in the official Investigation provided.	
30	Draft Accident Report - review and inputs prepared.	

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CHECKLIST FOR FLIGHT SERVICES MEMBER

No.	Action Item	Time
1	Listen carefully to Situation Room IVR emergency / accident message for details Acknowledge IVR call as instructed.	
2	Report to ERC and obtain latest E&A brief from ED, ERP Manager, and Situation Room.	
3	Function before reaching the site: <ul style="list-style-type: none"> 1. Aircraft Operating Manual for the type of aircraft involved obtained 2. Personal identifications, Credit cards, Cameras, Films etc arranged. 3. Telephone contact of crew obtained. 4. Photographs of crew from personal file obtained 5. Medical Book/ History obtained 6. Personal belongings, valid visa and passport checked. 	
4	Report to Field Team check-in area at Karachi airport.	
On Reaching Site		
5	Ensure injured Crew member receiving proper medical care by a qualified medical doctor.	
6	If injury requires hospitalization ensure transportation to a hospital where all facilities are available.	
7	If crew already admitted to a hospital ensure proper treatment being received	
8	Visit injured crew in hospital when time permits.	
9	Confirm Crew has contacted their families and /or friends.	
10	If crew unable to contact themselves then ensure that their families have been informed. Call families and friends of crewmembers on telephones.	
11	Personal belonging of the crew members secured.	
12	Evidence about accident received and Statements of crewmembers recorded.	
13	Deceased Crew members if any identified by the photographs and personal belongings. Police Authorities informed about the deceased crew.	
14	Uninjured crew members shifted to a Hotel. The hotel selected should not be the Normal Lay over Hotel and it should be equipped to handle	

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	tight security. The privacy and comfort of crew be insured and the press be prevented from gaining access.	
15	Arrange for replacement of personal belongings such as clothing, toiletries etc.	
16	Security for crewmembers arranged.	
17	Arrangements made to ensure that crewmembers are not interviewed by accident investigator or police until cleared by a qualified aviation medical doctor.	
18	Ensure crew members right for council and representation.	
19	Obtain Authorization from the investigating agencies and / or Police Authorities for release of crew.	
20	Provide psychological support and stress relief assistance to the crew.	
21	Assist in the official investigation of the accident. Councils and representation for crewmembers arranged.	
22	Obtain a copy of draft accident report for review.	
23	Work as Member of Corporate Site Investigation team.	
24	Ensure that the media has been handled carefully.	
25	Maintaining communication and liaison with ERC Karachi.	
After Return to Base		
26	Assistance to crewmembers in the In-house Investigation provided.	
27	Assistance to crewmembers in the official Investigation provided.	
28	Draft Accident Report - review and inputs prepared.	

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CHECKLIST FOR ENGINEERING MEMBER

No.	Action Item	Time
1	Listen carefully to Situation Room IVR emergency / accident message for details Acknowledge IVR call as instructed.	
2	Report to ERC and obtain pre departure briefing from ED, ERP Manager, and Maintenance member.	
3	Ensure that Investigation and Recovery kits ,as required, are on-board the GO Aircraft	
4	Function before reaching the site: 1. Aircraft Maintenance Manual for the type of aircraft involved obtained. 2. Personal identifications, Credit cards, Cameras, Films etc arranged. 3. Telephone contact of Engineers / Engineering representative obtained. 4. If on board the E&A Aircraft. Photographs of Engineers / Technicians from personal file obtained. 5. Personal belongings, valid visa and passport checked.	
5	Keep a close liaison with the Nearest Engineering Personnel.	
6	If permitted, Secure the Accident Site.	
7	Provide Tech Assistance to Investigation In-Charge.	
8	If Permitted, Collect Evidence at Accident Site.	
9	If DFDR / CVR is removed for investigation accompany it, if possible, and get a copy of read out for the DFDR / CVR.	
10	If permitted, carry out Wreckage Recovery or supervise the same if any other agency is hired by PIA for Recovery.	
11	Coordinate with Manufacturer Rep, if available, on Site.	
12	Brief Engineering ERC Team and Emergency Director on investigation / Recovery progress.	
13	Draft Accident Report - review and inputs prepared.	

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CHECKLIST FOR MEDICAL MEMBER

No.	Action Item	Time
1	Listen carefully to IVR emergency/accident message for details Acknowledge IVR call as instructed.	
2	Report to ERC and obtain briefing of current situation from ERC Medical member. Attend the Pre-Departure meeting held by the Emergency Director.	
3	Take along the Medical Kit and Personal Kit including identification and travel documents.	
4	Be prepared to travel directly to the accident site from the ERC.	
5	Assess the situation from a medical support point of view.	
6	Proceed with the Field Team to the accident site area.	
7	Make Contact with the following: <ul style="list-style-type: none"> ▪ Station Manager / Handling Agent Manager. ▪ Designated Company Medical Doctor. 	
8	Liaison with the Field Team Leader, Accident Investigation Coordinator and Emergency Director on a continuous basis.	
9	Liaise with Medical Officers, Hospitals for providing full medical welfare support to passengers, crew and employees involved in the accident.	
10	Ensure that Family Assistance Volunteers have been dispatched to each hospital and providing necessary support to hospitalized victims.	
11	Arrange required number of Doctors, paramedics and volunteers for hospitals.	
12	Keep on having up-dates from the hospitals on “life threatening” or “non-life threatening” injuries from all hospitals. Ensure that these up-dates are being provided continuously to ERC PIA Contact Center for onward communication with victim families.	
13	Ensure arrangements for temporary mortuary, relocating of dead bodies to proper mortuary and deployment of family Assistance Volunteers for assisting family members at mortuary.	
14	Liaise with external resources, such as Kenyon International / EDHI and organizations specializing in the recovery, identification and repatriation of human remains.	
15	Maintain a daily log and provide a summary report to the Emergency Director.	

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CHECKLIST FOR INSURANCE MEMBER

No.	Action Item	Time
1	Listen carefully to Situation Room IVR emergency/accident message for details Acknowledge IVR call as instructed.	
2	Report to ERC and obtain briefing of current situation from ED, ERP Manager, and Situation Room.	
3	Obtain the following initial information for the Broker / Underwriter throughout situation as it progresses (communicate with various members of ERC to obtain information) Aircraft <ul style="list-style-type: none">TypeRegistration	
4	Flight Details <ul style="list-style-type: none">Place of Landing.Intended next destination and flight number.Intended final destination.Last position from which communication was received.Passenger numbers and injuries/ deaths if known.	
5	Accident Information <ul style="list-style-type: none">Date and time (GMT) of accident.Location of accident.Brief details of the occurrence and the cause of the accident.Approximate extent of damage to aircraft.Details of death of or injuries to passenger, crew or third parties.Action which has been taken, or is being taken, to recover the damaged aircraft.Names of senior persons at the accident site, their title and the method of contacting them.	
6	The following documents/information will be required as soon as possible: <ul style="list-style-type: none">Copy of Complete passenger list or manifest for flight with nationalities if known.Passengers flight coupons (or legible copies) with complete routing and baggage details.Specimen passenger tickets, Airway bill and General Conditions of Carriage (Tariffs)	

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	<ul style="list-style-type: none">• Passengers seating plan, if available• Names and addresses of passengers and next of kin• Names of injured passengers with details of medical and hospital treatment and arrangements for repatriation.• Names and addresses of hospitals.• Names of passengers killed with details of funeral/repatriation arrangements.• Copies of any correspondence with passengers or next of kin or legal representatives.• Details of any social security or Workmen's Compensation payment or claims.• Photographs of the wreckage or damage to aircraft.• Details of any costs already incurred or about to be incurred for reasons of safety or for protection of the aircraft.• Notices served by Local Aviation Authorities relating to investigation of accident.	
7	<p>Insurers will also require that::</p> <p><i>It is important that no admission be made of liability on behalf of the airline and no efforts at settlement be made without Underwriters prior consent. Any statements or responses to the pres should be careful to avoid any question of accident, cause, responsibility or liability.</i></p>	

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CHECKLIST FOR FINANCE MEMBER

No.	Action Item	Time
1	Listen carefully to Situation Room IVR emergency/accident message for details Acknowledge IVR call as instructed.	
2	Report to ERC and obtain briefing of current situation from ED, ERP Manager, and Situation Room.	
3	Obtain the following initial information for the availability and need of funds for immediate financial needs: Availability: <ul style="list-style-type: none">• Credit Cards.• Bank Accounts (if Banking times).• Other Credit Lines.• Area / Station Finances. Requirements: <ul style="list-style-type: none">• Type of Aircraft.• Total Passenger on Board.• Causalities.• Insured / Un-injured.• Local Laws requirements.	
4	For the purpose of immediate financial needs and to finalize the total amount of funds, forms of funds, & methods for transfer of funds under the supervision of SVP Finance & ED.	
5	Liaison with incharge Field Team and Area / Station Finance Manager for establishing payment procedures & Final payment of immediate financial needs.	
6	Issue cash (per diem) to each uninjured survivor / survivor group to cover "immediate financial needs" in collaboration with Field Team Incharge.	

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CHECKLIST FOR FLIGHT SAFETY & HSE FIELD TEAM MEMBER

The Flight Safety & HSE Field Team Member ERC Team is responsible for coordinating all Investigation related activities at accident site.

No	Action Item	Time
1	On getting the information of a crash reach ERC immediately with all his relevant documents (including IDs; Passport for foreign stations), Laptop, Personal Kit Travel Bag etc.	
2	Obtain latest E&A brief from ED, Situation Room, and Station Head or Station Emergency Coordination Room (SECR).	
3	Obtain following information: <ul style="list-style-type: none"> • Date / Time / Place • Aircraft Registration • Flight No. • Departure Station • Accident Location • Details of the passengers and crew on board • Relevant record (as much as possible) 	
4	Emergency Director or SVP Flight Safety & HSE organise to gather all Field Team / Investigation related personnel for ensuring their departure on Go Aircraft.	
5	Collect Still & Movie cameras, Lap Top, Clothing / Rain Coat and other Investigation Kit Items.	
6	Proceed at the accident site.	
7	Confirm that all documents in connection with the aircraft, crew and flight involved in the accident have been obtained and secured by SVP Flight Safety & HSE.	
8	Ensure that CAA, SIB and other station authorities have been informed of the accident as per procedure.	
9	Assist Official Investigation Team of CAA, SIB, SIB.	
10	Help preserving the evidence for proper investigation.	
11	Photograph / Video Film the Accident Site and Aircraft with the permission of authorities.	
12	Coordinate the investigation related activities with PIA Flight Operations, Engineering etc.	
13	Help engineering team / technical handling agent in recovering / removing DFDR and obtain custody of FDR & CVR on behalf of PCAA and accompany to read-out facility for internal investigations.	


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14	Have In-house findings with PIA Team to help internal investigations.	
15	Proceed with the investigations as per procedure laid down in the Safety Management System (SMS).	
16	Liaise with Emergency Response Centre	
17	Keep in touch with ERC for any nay management queries and progress of the investigation.	
18	Compile a preliminary report and send it to SVP Flight Safety & HSE and to Emergency Response Centre (ERC) as soon as possible and keep updating.	

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CHECKLIST FOR CARGO FIELD TEAM MEMBER

No.	Action	Time
1	Establish and maintain contact with Station Emergency Coordination Room to exchange updated accident information and also to ensure receipt of accurate and verified facts. Act as primary PIA cargo liaison person.	
2	Verify any dangerous goods, live animals and mail on board affected flight. Ensure that relevant safety critical information is passed on to emergency services without delay.	
3	Obtain information regarding Cargo Onboard and inform handling agent for future action.	
4	Advise Post Office of mail on board.	
5	Obtain extra staffing numbers, i.e. from nearest PIA station, if required for expected increase in Cargo enquiries.	
6	Advise customers of confirmed Cargo shipments on board and arrange recovery and onward delivery of same ASAP.	
7	Assist in other emergency tasks as directed by Station Head / STN Manager.	
8	Advise and guide your cargo rep. at crash site/station nearest for making all necessary arrangements.	
9	Consider plans for recovery/salvage of baggage and cargo.	
10	Advise all concerned (shippers / forwarders / agents / embassies / owners) of details (status) of their cargo and mail shipments. Make arrangements for release of cargo and Mail ASAP.	
11	Pax baggage and belongings to be returned to owner / Next of Kin ASAP. In consultation with SCR and local authority, will advise further on returning items to NOK of fatalities.	
12	Advise all concerned (shippers / forwarders / agents / embassies / owners) of details (status) of their cargo and mail shipments. Make arrangements for release of cargo and Mail ASAP. Also consider cargo salvage as appropriate to the situation.	
13	Take all actions as per section 7.4.9 of Emergency Response Manual Chapter 7.	

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CHECKLIST FOR HR & ADMIN FIELD TEAM MEMBER

No.	Action Item	Time
1.	Listen carefully to Situation Room IVR emergency / accident message for details Acknowledge IVR call as instructed	
2.	Report to ERC for obtaining briefing.	
3.	Obtain following initial information: Aircraft / type / registration.	
4.	<ul style="list-style-type: none"> Place of landing. Intend next destination & flight number. Intend final destination. Last position from which communication received. Number of pax injured / uninjured / deaths. 	
5.	Arrange and Coordinate extra manpower supply at site through ERC HR & ADMIN team.	
6.	To keep liaison with local PIA authorities.	
7.	To keep liaison with Local Governmental authorities etc.	
8.	Arrange security at accident site through PIA security and local police.	
9.	Arrange/procure required number of body bags, coffins and boxes etc. (if necessary).	
10.	Arrangement welfare of ERC Team and provision of food/drinks etc.	
11.	Arrangement welfare of PAX and provision of food / drinks / clothing etc.	
12.	Arrange transportation / accommodation for field team.	
13.	Arrange coordinate and provision of any other items required by the field team for smooth functioning of operation.	
14.	Provide manpower to assist in overall E&A effort.	

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7.1 STATION TEAM COMPOSITION

7.1.1 Station Teams

The duty of the Station Team is to remain at station and to coordinate with the ERC and Emergency Director at Karachi, Pakistan. The team is responsible to the Emergency Director for handling the emergency / accident at the station or nearest to the station in which case the station is termed as station nearest. The responsibilities are executed according to the checklists provided. The coordination with ERC is needed for uninjured or injured passengers, crew, all matters relating to family assistance including transportation, boarding, food, return of passenger belongings, liaison with local airport authorities etc.

The team will provide full support to the field team. On arrival of the field team the Station Head will brief them of the latest situation at the accident site and the station. Gradually, all activities relating to the accident and passenger handling will be taken over by the field team. The Station Manager will then resume normal operation, but also be available for requests by field team or ERC.

The team at destination / foreign station will consist of:

- i) Station Head
 - ii) Station Manager
 - iii) Passenger Sales Manager
 - iv) Ticket Office Manager
 - v) Operations Manager
 - vi) Engineering Manager
 - vii) Cargo Manager
 - viii) Ground Handling Agent
 - ix) Any other Manager / Officer considered suitable at the station
1. In case of an accident at foreign station, the Station Head and all staff will follow the checklists. In addition, they will also inform ERC of requirements to be met by the local laws to assist aggrieved families.
 2. All stations are required to have on call numbers of social welfare organizations / relief organizations / Hotels / Red Crescent / Family welfare organizations, like Red Cross, Red Crescent, Blake Emergency Services or any other, ready to be put to use at short notice. Close coordination is required with local authorities to execute emergency management procedure.
 3. All Stations are required to fill up the required form provided for required telephone numbers which should be readily available and a copy of it should

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be faxed to ERP department and e-mailed to erm@piac.com.pk .These numbers should be updated regularly.

- 4. All Station Heads at foreign stations are required to form respective Station teams and provide their telephone contacts to ERP department. These numbers should be updated regularly.
- 5. Standardized Station Emergency Plan of all Stations should be prepared within one year.

Local laws and legal requirements pertaining to aircraft accident will prevail. Station Head will act in close coordination with local authorities to execute Emergency Response plan procedures.

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7.2 GUIDELINES & DEPLOYMENT

7.2.1 Outstation Control

1. Overall Command and Control in case of any accident is vested with the *Emergency Director* (ED) operating from the KHI ERC. The ED is responsible to the Chairman & CEO for the overall management of any Emergency / accident crisis, (E&A) with the ultimate goal of reaching a successful conclusion, accounting adequately for all relevant Humanitarian, Operational, Media and Corporate interests.
2. At Outstations many aspects of the overall Command and Control will be delegated, as required, to the relevant Station Head, during E&A.
3. The Station Head will delegate most E&A tasks and functions at Station level to the “STATION MANAGER”, who will establish Station Emergency Coordination Room (SECR) and act as a controller of SECR.
4. It is necessary for the Station Head and the Station Manager to be contactable at all times at published telephone contacts. If it is necessary to appoint alternate for E&A (e.g. in case of leave, duty travel, etc.), a suitable system should be devised to inform ERP department and station people. Similarly, the selected Alternates must be fully capable of carrying out all respective and required E&A roles and responsibilities, and must maintain the same E&A response “contactability” requirements, as for Station Head and the Station Manager.

A change in the contract information should be passed to ERP on telephone numbers 92-21-4674890, 4376, 4394 and e-mailed at erm@piac.com.pk and also to Situation Room on telephone numbers +92-21-4674972, 92-21-4673961 or 9242339 and e-mailed at khiovpk@piac.com.pk

Manpower requirement for emergency must be managed by the PIA staff at the Airport and at TOWN Office. Further requirements can be met in coordination with Ground Handling Agents (GHA). Other relief and welfare organizations can be contacted for volunteers for family assistance. Where possible, provide trained manpower and resources from Country / Area level in support of Outstation E&A efforts. This covers both planning and actual E&A situations. (before and during E&A).

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7.2.2 Guidelines

These procedures are to be implemented by concerned PIA officials based at PIA Stations in the event of a PIA aircraft being involved in Emergency & Accident to the Station or Nearest to the station. The Officials of the STATION TEAM are responsible to the Emergency Director for handling all details at this station / station nearest the accident, until relieved by the PIA Field Team.


The Primary responsibilities are:

- Welfare and support to the uninjured passenger and crew members.
- Welfare and support to the relatives and meeters of the passengers.
- Information to the Airport Emergency Operation Centre (EOC).
- Protection of the property belonging to the passenger, Crew members and PIA.
- Call Situation Room Karachi and then to the Emergency Response Centre (ERC) within thirty minutes after the alarm call to the airline and establish the Station Emergency Coordination Room (SECR).

The Duty of the Station team is to remain at station and to Co-ordinate with the Emergency Response Centre (ERC) And Emergency Director at Karachi. The team is responsible to execute the responsibilities according to the checklists provided in coordination with ERC, relating to uninjured or injured passengers, Crew, all matters relating to family assistance including transportation, boarding, and food return of passenger’s belongings, liaison with Airport Authorities. Close Coordination is required with local authorities to execute the Emergency Response Plan.

The team will provide full support to the “FIELD TEAM”. On arrival of the Field Team the Station Head will brief them of the latest situation, the accident site and the station. Gradually, all activities relating to the accident and passenger handling will be taken over by the Field Team. Once this is done, the Station Manager will then resume normal operations but he will be available for requests by the Field Team or ERC.

All Stations are required to have numbers of Welfare Organizations / Relief Organizations / Hotels / Red Crescent / Family Welfare Organizations. These should be readily available for use in emergency situation.

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7.2.3 Arrangements for SECR


Pre-plan arrangements for setting up and supporting Station Emergency Coordination Room (SECR) i.e.

- a. Site and personnel.
- b. Equipment and communication (pre-packed and stored) e.g. Emergency bags, tents, radios, mobile phones, PIFs and other supporting documents, checklists, contact lists etc.
- c. Transport.
- d. Human requirements, food, drinks, protective clothing etc.
- e. Passes and permits.
- f. Care of E&A victims (humanitarian, financial, accommodation, information, travel etc).
- g. Care of victim's Relatives and Meeters.
- h. Relevant liaison with Police, local airport authority, military, and to ensure that PIA is permitted to establish Station Emergency Coordination Room (SECR).
- i. Arrangements of Humanitarian and Financial Support, Accommodation, Information, Travel etc.

7.2.4 Deployment of PIA Staff in case of E&A

PIA personnel should be deployed immediately to following key locations. Purpose is liaison, communication, representing the airline and rendering of humanitarian assistance. (Equip such persons with a mobile phone plus spare battery and / or local area two-way radio, PIA E&A contact list, check list(s), relevant passes and permits, identifying / protective clothing, PIFs emergency bag, maps, etc:

- 1. Accident Crash Site Team (CST). This includes a person delegated by Station Manager for passenger and crew welfare and Engineering Manager's team.
- 2. Local Airport Authority Emergency Control Centre (EOC) established by airport authority.

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3. Survivors Reception Centre at Airside, Uninjured Passengers Coordinator to look after the uninjured passengers and their transportation to Passengers Reconciliation Area, Survivors Reception Centre Landside (Hotel), or to their residences.
4. Crew coordinator to look after the Crew at the Crew Reception Centre Airside.
5. Hotels or other sites used to accommodate uninjured passengers and crew termed as Survivors Reception Centres Landside.
6. PIA representative at Relatives and Meeters Centre. i.e. the initial gathering point of concerned Relatives and Meeters.
7. Family Assistance Centre Representatives.
8. Hospital's representatives at the Hospitals, used in response to look after the Injured Crew and Passengers.

7.2.5 Deployment Considerations

- a. Passes / permits / escorts required.
- b. Route and method of transportation.
- c. Other sources of manpower e.g. Handling Agent, other airline staff and other Handling Agents, local Airport Authority staff, local volunteers (e.g. pre-trained Food and Beverage and Cleaning staff), trained volunteer relatives of staff etc.
- d. Checklists and E&A contact lists for deployed staff.
- e. Deployed staff is provided with ample PIA Passenger Information Forms (PIFs) as required.
- f. Shifts and rosters
- g. Provision of staff refreshments.
- h. Possibility of stress in responding staff.
- i. How off duty personnel get to the airport. (Consider traffic congestion, road closure, parking etc). It might be advisable to arrange special passes / permits for such staff. (Note: Pre-planning for airside access, hotels, transport, communications equipment, etc.).
- j. Pre-stocked supplies of survivor clothing / food / finance etc. is vital.

7.2.6 Sources of E&A Manpower

- Duty PIA Personnel consider both Area and Station staff.
- Off duty PIA personnel consider both Area and Station staff.
- Handling Agents and Sales Agent personnel (on and off duty).
- Other airport staff as available e.g. restaurant and retail outlet staff.

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- Volunteer groups e.g. Red Cross / Crescent, Volunteer Civil Aid, Family Assistance Organization like Kenyon etc.
- Staff from “nearby” PIA Stations.
- Updated emergency contact lists for all those sources of manpower above, as relevant i.e. phones (office, home and mobile), and faxes, e-mail, home address. These contacts must be regularly verified as current and correct. A specific person should be appointed to administer this task.

7.2.7 Local Airport Authorities / Other Agencies Roles

The local airport authority are responsible for *setting up* and manning of Survivors Reception Centre Airside, Crew Reception Centre – Airside, Relative & Meeters Centre Airside, However, these centres are manned by the airlines. Local Search and Rescue efforts for the airport are normally by the Airport Authorities. Off the airport E&A, is normally within the domain of the police and Armed Forces (military).

In UK as an *example*, the British Police (directly responsible to the Home Office) is responsible for command and control of Emergency and Accidents countrywide. For aircraft (and other) E&A, the Police use their own plans, procedures and checklists - and even run their own equivalent of an ERP (Emergency Response Plan). PIA PIFs are not required as the Police use their own equivalents. The Police recognize the role of the airline to react to its own emergency, but strictly limit the amount of airline involvement, to the extent that the Police response is not as efficient as it might be.

Station Head will have a good idea of what is required in their own Area / Station. Include details of the GHA (if applicable) E&A Plan. Attach copies of the Plan of relevant Government, local authority, and airport authority etc - E&A response plans, in the appendices to their own PIA E&A Plan, and simply cross refer to such Plans.

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7.3 CENTRES FOR ERP

7.3.1 Station Emergency Coordination Room (SECR)

The PIA Station Command and Control Centre will be known as the Station Emergency Coordination Room (SECR), and will be located at the airport Station Managers office or similar pre-planned location. The normal person in charge of the SECR will be the Station Manager.

Consider:

- Best location (space, equipment, accessibility - Security of access)
- Distribution of Centre’s contact details to all concerned (reviewed and updated regularly).
- Provision of refreshment, cleaning, rest, and toilet (male and female) etc. facilities.
- Communication links to Town offices.
- Communication links to local / airport authority.
- Communication links to Karachi ERC.
- Links to local and international media.
- Ensure that all necessary communications information (i.e. telephone; SITA; Fax; E-mail details / contacts etc) is easily available, accurate, current and comprehensive.

Updated reviews of all such information should take place every three months and a particular person should be appointed to administer this task. Computer / IT storage systems should not be the prime source for storing this information. i.e. use hardcopy with soft copy back up if required.

Pre-planned arrangements for supporting a Field Team *and Station Emergency Coordination Room (SECR)*:

- Personnel.
- Equipment and Communications (Pre-prepared, packed and stored e.g. emergency bags, tents, radios, mobile phones, PIFs and other supporting documents, checklists, contact lists etc).
- Transport.
- Human requirements – food, drink, protective clothing etc.
- Passes and permits / ID.
- Relevant liaison with Police, local airport authority, military etc) to ensure that PIA will be permitted to set up SECR.

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7.3.2 Town Emergency Coordination Room (TECR)

An additional PIA Emergency Response Centre will usually be set up at any city / town office that exists. This is the *Town Emergency Coordination Room (TECR)*. The Station Head will normally conduct overall PIA operations from the TECR.

7.3.3 Crew Reception Centre (Air Side) CRC (A)

1. Make pre-planned arrangements (if permitted by local authority) to transport Crew to a suitable Crew Reception Centre, CRC (A). Surviving Crew members deserve sensitive support by the management regardless of the cause of accident. The person deputed should be well briefed about it. Uninjured crew at discrete airport location, i.e. CRC (A).
2. Ensure that all crew are accounted for (Check against General Declaration).
3. Safeguard crew from uninjured survivors, R&M, media, public etc.
4. Consider that flight crew will almost certainly require immediate medicals / interview. The surviving crew may be required immediate medical check up by the Authorities. This should be monitored. Their medical state should be confirmed and provided full assistance. Whether injured or uninjured, the flight crew probably will be suffering from considerable mental and physical strain. It is important that the coordinator assigned should monitor their welfare and they are not disturbed.
5. Provide appropriate legal assistance to the crew, if required.
6. Facilitate crew Customs, Immigration, Quarantine clearances.
7. In no country, the crew is allowed to leave the vicinity of the accident location until cleared by the Accident Investigator in charge or the Police. Once investigation is complete, the crew may be released to the hotel.
8. Arrange for replacement of personal belongings, such as clothing, personal care items etc. Provide suitable humanitarian assistance to the crew.
9. Arrange to provide suitable assistance to any crew in hospitals.
10. Arrange to transport crew to the hotel which must be separate from normal crew layover hotel, to ensure safeguarding of the crew (Consider replacing uniforms with other suitable clothing).

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7.3.4 Survivors Reception Centre (Air Side) SRC (A)

1. Make pre-planned arrangements (if permitted by local authority) to transport passengers to a suitable Survivors Reception Centre, which will almost certainly be airside. Selection and procedures for equipping of a suitable Centre should be pre-planned with relevant authorities. An ideal Survivors Reception Centre SRC(A) will be big enough, protected from public, media etc; have pre-arranged stocks of emergency clothing, footwear, baby food etc; have telephone and toilet facilities; be accessible by persons providing humanitarian assistance (with correct passes / permits / clearances etc); have a system for provision of refreshments etc.
2. Many Police Authorities will keep survivors at the SRC (A) until they are satisfied that the E&A is not associated with any criminal activity. This can be decided very quickly or can take several hours or longer.
3. Once the police investigation is complete, the survivors may be released to landside (usually to the hotel or to residences or for onward journey) after immigration formalities are complete. If local regulations require survivors to receive medical checks before release, this should be monitored. Survivors refusing such medical checks should be requested to sign a suitable indemnity document.
4. Whilst passengers are in the SRC (A), PIA / GHA / Volunteer staff may be of great service to both the pax (humanitarian support and liaison with the airline) and the authorities (helping fill out police / immigration / airport authority / airline forms etc).

7.3.5 Relatives and Meeters (R&M)

1. Make arrangements to assemble together the E&A flight R&M and convey them to a location. This location should be relatively private and secure, be large enough and have facilities like toilets, food outlets, telephones etc., sufficient for the purpose. This site is known by PIA as the R&M(A).
2. Continuity of normal operations will require removal of the R&M from the airport area without delay. A suitable hotel (or other location) should be *pre-planned* for this purpose. The hotel / location is eventually also receiving relatives and friends flying in (to accident location) after the E&A. This hotel is known as the Family Assistance and Support Centre (FAC).

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7.3.6 Reunion Area RA(A) and RA(O)

This is the area for the uninjured passengers and R&M not wishing to go to SRC (L) or FAC.

1. Plans should be in place to take follow-up action on persons (uninjured passengers and / or R&M) electing to make their own arrangements after release from airside / airport i.e. usually a desire to go to their local homes (as applicable) with associated R&M. Transport and escort should be provided if possible.
2. It is essential that personal and contact information on such persons is captured (before leaving the airport) and passed on to KHI ERC (via SECR) for follow-up action.
3. Some uninjured survivors will wish to fly out of the accident port at the earliest possible opportunity. Arrangements should be put in place to facilitate this without delay, together with arrangements to advise relevant crew and other Station staff of the special status of such passengers.
4. Use of Family Assistance trained personnel as escorts / welcoming staff for such special status pax is to be planned whenever possible. Standard meet, greet and assist principles apply throughout.

PIA must ensure that suitable reconciliation centres are available at both airport (in conjunction with local authorities) and off airport locations. It is suggested that SRC(L) will be suitable for the off airport reconciliation centre. Crew will normally be reconciled with R&M at the CRC(L).

7.3.7 The Mobile Phone and Reconciliation

1. Many survivors and R&M will have mobile phones. It is likely that passengers SRC(A) are talking with their R&M, the Media, the Airline etc.
2. Account should be taken of this likelihood, particularly when considering immediate reconciliation of uninjured survivor with R&M e.g. it would be totally counter productive (and harmful to the Airline) to insist that an uninjured survivor and this person's R&M(s) await reconciliation at the Airline's / Airport's / Police convenience.
3. Such reconciliation should be effected ASAP, and will probably be done at a designated (secure and private) airport location. e.g. RA(A).

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7.3.8 Survivors Reception Centre (Land side) SRC(L)

Once Surviving Passengers are released from the SRC(A), some will be transported to pre-arranged accommodation known as the SRC(L). As usual, PIA / GHA / other staff will be in attendance in Humanitarian Support and airline liaison roles.

A land side location (preferably a suitable and pre-agreed hotel (s)) where uninjured survivors electing so to do (and after release by appropriate authorities), may be accommodated and supplied with humanitarian and other necessary and required support. Such support would be supplied by PIA staff and other personnel (GHA, local authorities, hotel staff, volunteers etc). The Field Team would eventually take over these support roles.

PIA will normally be fully responsible for running the operational and support aspects of the SRC(L) i.e. those aspects not normally supplied by the Hotel / alternative accommodation

Arrangements should be made for such things as financial support, communicating with NOK, start of onward transportation process, etc. It is also at this stage that the physical task of reconciling passenger / survivor with R&M and / or other E&A victims is accomplished, if possible (if not already accomplished at the airport). Again, all this must be pre-planned.

Every effort must be made to prevent unwanted interference from the Media.

7.3.9 Crew Reception Centre (Landside)

The CRC (L) is a "discrete" land side location (preferably a suitable, pre-designated hotel) where the uninjured E&A crew will initially be accommodated upon release by the authorities. Humanitarian and any other necessary required support for the crew will be provided here by PIA local staff and eventually, by Field Team.

The CRC (L) should not be the normal PIA layover hotel (as appropriate). Normal layover crew should be moved from normal layover hotel to CRC (L) or similar discrete hotel.

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7.3.10 Family Assistance Centre (FAC)

A suitable hotel, or suitable alternative accommodation, should be pre-chosen / pre-agreed as the FAC. This cannot be left until the day of the E&A. R&M choosing so to do, will be accommodated at the FAC after leaving the airport / E&A site location. R&M travelling to the E&A location from other geographic areas (normally as arranged by PIA) can also choose to be accommodated at the FAC.

PIA will provide humanitarian and any other required and necessary support to the R&M at the FAC. Such support would be supplied by PIA staff and other personnel (GHA, local authorities, hotel staff, volunteers etc). The Field Team would eventually take over these support roles.

Accordingly, PIA Station is to negotiate with FAC hotel management (or other agencies as required) to secure the required office space and equipment required to run such an operations centre.

At minimum, accommodation should be large enough for at least 6 persons, with associated data points, computers (if possible), telephones, fax etc. Contact numbers for this facility should be pre-obtained from the hotel / alternate accommodation, and published in the Station Emergency Plan if possible

It is anticipated that relevant Field Team personnel will take over manning of this facility, from Station / local staff, as soon as possible after arrival at accident location.

Station volunteers might have received training in Family Assistance procedures and techniques. Additionally, large number of additional Family Assistance personnel can be requested as part of the Field Team dispatched from KHI.

Regardless of Family Assistance trained station staff (they will be few in number) or the Family Assistance support on the GO aircraft (it could take a long time to reach the station or might not come at all), all stations must pre-plan for the provision of Area / Station resourced humanitarian support to aircraft accident victims.

7.3.11 Hotels / Accommodation

- 1. Heavy demand may be made on hotels and other suitable accommodation during a major E&A situation.

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2. Pre-plan booking of hotels / other accommodation for E&A use by suitable prior liaison with hotel, authorities etc. Plan on building a good, personal working relationship with the relevant key hotel / other personnel. Ensure that key hotel/other personnel fully understand our E&A hotel / other accommodation requirements e.g. can hotels make plans to move out existing guests to other hotels, in order to accommodate our E&A requirements, when and if required?
3. Hotels / Accommodation will be required for crew and other PIA or PIA contracted staff, and also for an SRC (L) and for an FAC, i.e. at least 3 separate hotels. Also allow for accommodation for the possible arrival of the PIA Field Team.
4. SRC (L) and FAC hotels should be separate from each other.

If non accident related crew are on layover at the accident Station, consider moving them to the CRC (L), the latter being planned to be a different hotel from the normal crew hotel, if possible.

7.3.12 Hospitalized – Passengers & Crew

1. Make arrangements (pre-plan with the hospitals) for deployed PIA / GHA / Volunteer E&A staff to have access to local hospitals to render humanitarian assistance, serve as airline liaison persons, and most importantly, capture passenger information on the PIC for onward transmission to ERC Karachi (via the SECR).
2. PIA Hospital teams should attempt to classify hospitalised victims as having either *life threatening or non - life threatening injuries*, and pass on these classifications to ERC via SECR.
3. Hospital staff should be asked to cooperate with PIA on this.
4. Station Heads are to evaluate the level of hospital and medical services likely to be given at their location and decide in advance.
5. As a general rule, the “Media” should be kept away from E&A victims.

7.3.13 Fatalities - Passengers and Crew

1. It will normally not be necessary for PIA staff to attend the mortuary / temporary mortuary. However, pre-planned arrangements should be in place for the airline to enquire about fatalities from the relevant local authority - usually, the Police. Such information is to be passed on to Karachi ERC (using PICs and via the SECR) as soon as possible.

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- 2. Take local advice (legal and cultural factors) on how notification of fatalities to local Next of Kin (NOK) is made and built into the E&A plan. Decision on fatality notification for non local deceased persons will be made by liaison between local authorities, Embassies, SECR and the ERC in Karachi. ERC will further liaise with relevant national authorities.
- 3. State clearly in the Plan, whether or not local law and / or custom dictate that the details of the unverified (or verified) passenger manifest can be made public before relevant NOK have been advised. (Take legal advice on this if necessary).
- 4. For large numbers of fatalities, a team is to arrive on site within about 12-24 hours of the incident, to represent the airline in the vital areas of deceased identification, recovery of remains, repatriation of remains, memorials etc. Make provision for this in the E&A plan i.e. pre-planned liaison with authorities for airside access, accommodation, transport, maps, contact lists etc.
- 5. Appropriate initial humanitarian and financial assistance must be provided to the Next of Kin of fatalities. This role will be taken over longer term, by the Field Team / PIA Management.

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7.4 NOTIFICATION & RESPONSE

7.4.1 Notification of E&A to an Outstation

A foolproof system must be in place to ensure that key Station E&A personnel are notified without delay of an E&A crisis affecting the Station. Consider:

- Who will do the notifying to the Station? (ATC, Police, NCC, GHA etc).
- How will notification be done? (phone, in person, alarm).
- Liaise with all concerned parties to ensure that notification system is verified and tested periodically. A particular person should be appointed to administer this task.
- If airport / station are not on 24 hour operation, how will notification be effected? (e.g. crisis to inbound, en-route aircraft and airport / station not yet open or PIA / GHA staff not yet at airport).
- PIA (or PIA representative) responsible for taking notification must be contactable immediately and without fail.
- A suitable shift and contact system must be devised to ensure that there will always be someone to take the notification message (i.e. 24 hrs per day, 365 days per year) and inform of E&A to Emergency Services, ATC, STATION HEAD etc.


7.4.2 First Person Becoming Aware of E&A

First priority is for Prevention of (further) loss of life and injury in an E&A situation. The first Outstation person (PIA Operations Manager, Traffic Staff, GHA etc) becoming aware of the situation is to alert all relevant Emergency Services, Authorities etc **immediately** – There is a possibility that they are not aware of the emergency.

Second priority is to alert the Station Manager or designated alternate.

Third priority is to personally advise Situation Room in Karachi, on passing as much information as possible on telephone numbers 92-21-4674972, 92-21-4673961, 92-21-9242339, and e-mail at khiovpk@piac.com.pk.

Fourth priority is to commence notifying Area / Station / GHA etc, personnel (using pre-arranged procedures and checklists) to respond to the E&A situation and continue, until relieved of this duty by the duly appointed person.

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7.4.3 Information to Karachi ERC

Manage all aspects of the local E&A situation whilst simultaneously providing timely and accurate information on the situation to KHI Situation Room and ERC.

Make Arrangements for:

- A regular schedule for input of situation reports (SITREPs) to Karachi Situation Room initially, on telephone numbers 92 21 4674972, 92 21 4673961, 92 21 9242339, and e-mail at khiovpk@piac.com.pk, and then to ERC. When activated, ERP on telephone numbers 92 21 9242232, 92 21 9242273, 92 21 4673817 and e-mailed at erm@piac.com.pk, say every 30 minutes. Use phone, fax, SITA, e-mail as appropriate.
- Dedicated staff to convey the info i.e. operators for phone / FAX / SITA / e-mail.
- All Karachi E&A contact numbers held at Station to be correct, current and easily available. Hard copies (preferably plasticized or placed in clear plastic folder) must be available in addition to electronic copies. Update contacts on regular basis. Appoint a specific person to be responsible for this updating.

7.4.4 Emergency Call Centres (ECC)

The PIA ERC at Karachi with the support of EK ECC is capable of dealing with large numbers of inbound, world-wide E&A enquiries from R&M. During E&A, Karachi, Public Relations will publish (via the media and PIA website) the relevant toll free and toll paid numbers for the Karachi ERC Call Centre. The toll free facility will be available for Relatives of the passenger for information.

Under no circumstances should either of these numbers be publicised by Station without permission of the ED. The ERC is also capable of making the required outbound calls to R&M.

PIA Station should *not* issue / publish any *local* emergency numbers for use during E&A.

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7.4.5 Safeguarding of Flight Documents

Pax Manifest and GD

1. A verified pax manifest for the E&A flight must be available to the Karachi ERC of the incident being notified to a Station, as soon as possible. Ideally, the verified pax manifest should be completed within **1 hour** of crisis incident notification.
2. General Declaration or any other related documentation such as LMCs to be passed to ERC. Be very careful to account for everyone e.g. jump seat pax, deadheading crew, persons accompanying human remains, infants etc.
3. Where applicable, appropriate procedures *must* be put in place to also verify the pax manifest against E-tickets, where they have been used.

Other Documents

Fuel uplift slip, Loadsheets, LMCs, Offload records etc. Tech Log copy (incl. details of de-icing if applicable). ENG Check Sheets Dangerous goods, HAZMAT / NOTAC forms, Cargo Manifest (include Airway bills), Diplomatic Mail receipts, Consignment notes etc, CFP (Computerised Flight Plan), Met Brief, NOTAMs, ATC Flight Plan etc., are obtained and secured.

The originals of all such documents will eventually be required by e.g. accident investigation authority, Chief of Police etc.

No E&A flight related document of any description (original or copy) is to be delivered to anyone other than those authorised PIA personnel requiring the documents as part of their E&A duties. E.g. CST with manifest and information - which must, of course be handed over to competent authorities at the E&A site. In all other circumstances, prior authority of Emergency Director is required.

Any documents that are handed over are to be exchanged for a dated and detailed receipt, which has been signed by the receiver of the documents. The PIA person responsible for handing over the documents is responsible for keeping a detailed disposal log.

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Where PIA documents are handed over to other parties, as authorized by ED, the PIA person handing over such documents is to ensure that appropriate copies are made prior to such handover (at least three copies per document).

7.4.6 Response at the Aircraft PIA Crash Site Team (CST)

1. Pre-plan with appropriate authority for selected and limited PIA / GHA personnel to have immediate access to aircraft or outer cordon when safe so to do so.
2. Such personnel might be engineering staff with duties pertaining to making the aircraft safe (shutting down the engines, APU etc) and securing essential information pertaining to eventual accident investigation. Personnel might also be GHA airport staff rendering immediate liaison, communication and services at the site e.g. provision of passenger manifests to emergency services; provision of transport for pax / crew; notification to emergency services of Dangerous Air Cargo on board, logging details of victims sent to hospitals / mortuaries.
3. Such personnel deploying to the accident / incident site will be known as the *PIA Crash Site Team (CST)*.
4. Such arrangements cannot wait until the day of the E&A. Pre-planning with appropriate authorities / GHA etc is essential in order that there is a seamless method for PIA / GHA personnel to get to the incident site without delay or hindrance. Consider such things as passes / permits, transportation to site, vehicle rendezvous points etc.
5. Staff proceeding to aircraft incident site will need to be appropriately equipped and this must be pre-planned e.g. engineers will require tool kit, aircraft cockpit layout plans, sample bottles, torch with spare batteries, communications equipment, protective clothing, tools etc. Airports and GHA staff reporting to the accident site will also need an equivalent emergency pack. *Pre-prepared “emergency bags” should be maintained at Stations for this purpose.*
6. Plan to take surviving crew off the aircraft as quickly as permissible / possible.
7. Consider plans for recovery / salvage of aircraft, personal belongings, baggage and cargo.

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WARNING: Personnel entering the crash site itself, where there has been large loss of life and many injuries, may be at risk of becoming contaminated by “biological hazards”. Stations should purchase sufficient numbers of protective suits, masks, goggles and waterproof / heavy duty gloves, in order to equip the CST.

7.4.7 Preservation of Life / Aircraft or Wreckage

Station Engineer (or alternate) attends the crash / accident site in order to assist the emergency services (providing technical expertise) and to make the aircraft “safe” i.e. totally shut down the aircraft power supplies (engines, electrics, hydraulics, auxiliary power unit (APU), air conditioning etc)

Thereafter, he will be required to safeguard and preserve evidence (e.g. removal of Flight Data Recorders (DFDR and QAR), Cockpit Voice Recorders (CVR), in-flight television camera recordings, taking fuel / oil samples etc) for the accident investigation, assisting any preliminary investigation to the fullest extent possible. E&A Kits (Emergency Bags) for use by the engineer at the crash site must be pre-prepared and maintained.

Before removing any equipment or other parts of the E&A aircraft (except for purposes of saving of life or preservation of evidence), the Station Engineer is to seek PIA permission from appropriate authorities.

7.4.8 Removal and Recovery of Aircraft or Wreckage

This is a particularly important task if, for example, the aircraft is blocking the only runway available, thereby preventing flying operations at the airport. The Station engineer is to make *pre planned* arrangements for the speedy procurement and deployment of the equipment required to accomplish the task. All avenues must be explored, including using resources of the airport (should have the required equipment as part of the ICAO Airport Licensing requirement), other airlines (the “home based” airline might have the equipment required) and outside contractors.

Station Engineering Manager / Duty Engineer is responsible to Station Head for production of disabled aircraft / wreckage recovery and / or removal plan.

- 1. E&A Liaison with Engineering Karachi.
- 2. Ensuring Samples of Fuel, Potable Water etc are taken from all Relevant Stations.

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Where there is no Station Engineer, or where contracted engineering proves problematic in the area of engineering E&A support, STATION HEAD are to contact Karachi Engineering for assistance.

7.4.9 Cargo, Baggage and Mail

Ensure that all personnel concerned with the local E&A response at the accident site are advised ASAP of all details concerning dangerous / hazardous cargo that might have been on board the aircraft, in order to avoid primary or protracted, secondary risks to health.

1. Pax baggage and belongings to be returned to owner / Next of Kin ASAP. In consultation with SCR, ERC and local authority.
2. Advise all concerned (shippers / forwarders / agents / embassies / owners) of details (status) of their cargo and mail shipments. Make arrangements for release of cargo and Mail ASAP. Also consider cargo salvage as appropriate to the situation.
3. Liaise with PIA Karachi Cargo HQ and ERC as necessary.
4. Passenger Property Handling – Guidelines

Return of Baggage and personal items to the Passenger, and return of Cargo and Mail to Rightful Owner, should be

- In the shortest possible time
- In a presentable state
- As complete as possible
- In a coordinated and sensitive way

These items are recovered usually by the Search and Rescue Teams and brought to a secure area where after its release by the Investigator In Charge (IIC), the airline involved takes over the entire collection

The airline is responsible for the return of property to the Rightful Owner

The airline must take inventory and document all pieces of luggage, personal items, mail and cargo pending appropriate disposition. It is to be expected that a degree of damage and contamination has occurred

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- Personal items recovered from remains are often used to assist in the identification process and may need to be examined by the Examiners of clues.
- Every item must be catalogued. Damaged jewellery must be restored, currency is exchanged for clean bills or a certified check.
- Items returned to the rightful owner are exchanged against a receipt. Unclaimed item are to be stored for at least 18 months.

Station Management should:


1. Assess the magnitude of the situation, and develop an action plan with the, Insurance Coordinator and the Emergency Director. (Activation of an Agency to handle the task of property handling, if required).
2. (If an Agency is engaged) Coordinate with the Agency all aspects of property handling, and report to the Emergency Director.

Shelter Selection Criteria (for baggage and cargo)

- Security
- Enclosed and roof covered
- Air-conditioned (where required) An aircraft hanger or hall
- Office spaces for: Airline, Insurance Reps, Police Investigators
- Meeting room
- Reception Room (For the release operation of the baggage to the owner)

Inventory Taking and Release Procedures

- Once cleared by the Accident Investigator In Charge, begin taking inventory of the released baggage and cargo with the help of the laptop / computer and video camera and photo-video camera.
- To assist the return to owner and claims process, photographic and listing documentation must be taken (Development of a catalogue).

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- It is important to provide each owner of baggage and cargo with the correct property and as complete as possible (Photo Album / Catalogue).

Baggage and Cargo must not be released to Passengers, Next of Kin or Shippers, until it is officially released by the Accident Investigator In-Charge (IIC).

Property Release Procedures


During the release to owner process, the following information must be recorded:

- Name and relationship to whom the items were released
- Description and quantity returned, if possible with a video recording showing the condition of baggage and cargo, personal items, etc.
- Date, time and location of release
- Signature of person to whom released (Proper Identification is required)
- Signature and name of Releaser

Credibility with the Families can be quickly gained or lost, by how they are cared for in the immediate time after the accident.

7.4.10 Finance

1. Consider plans for *quick access* to the large sums of E&A finance required. Finance Managers are to pre-liaise with PIA Karachi Finance, Legal and Insurance Departments on these issues, as the procedures and amounts involved will both need pre-clearance from Head Office at Karachi.
2. Pre-planned arrangements should be made with all local hospitals to the effect that PIA will pay all medical fees directly associated with essential treatment of E&A victims, such treatment being an immediate and direct consequence of the E&A.
3. Detailed records of all expenditure associated with E&A will be required.
4. Keep a running record of hours worked by all personnel on “emergency” duties.
5. Ensure that “normal” finance functions continue, in so far as is possible.

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7.4.11 Field Team from Karachi ERC


1. It is likely that, following Outstation E&A, an aircraft carrying the Karachi Field Team would be dispatched to the Outstation (or relevant regional airfield) as soon as possible. Target time for departure of the Go aircraft is within **3** hours of notification.
2. The Field Team comprises manpower reinforcements and equipment (GO Kit) designed to supplement local E&A efforts. Teams on board the aircraft would typically comprise Humanitarian, Finance, IT support, Legal, Communications etc, together with the PIA Accident Investigation team. An Inspector of Air Accidents from the CAA Pakistan might also be present.
3. Every effort will be made by Karachi ERC / Situation Room to dispatch a GO aircraft. However, depending on many variables on the day, this might not be possible.
4. For some of the more distant Stations, e.g. New York, it is likely that the earliest that a Field Team might arrive will be approximately 24 hours or later after E&A notification. This must be factored into the plan.

The Leader Field Team will take command of the Emergency Response on arrival. However, this person will be relying heavily on Station Head and staff for total support in the command task. A reasonably senior and experienced member of local PIA staff must be assigned to the Field Team senior person (liaison / local knowledge role) on arrival

7.4.12 Immigration and Customs

Station Head is pre-agreed before any E&A with local immigration and customs (plus airport authority and security, as required) to ensure that procedures to clear the Field Team and GO Kit, (along with any specialized equipment (e.g. medical equipment) are cleared expeditiously on arrival.

Station Head is to ensure that the details of emergency Immigration and Customs arrangements are detailed in this Chapter, together with appropriate contact information for these organisations i.e. 24 hr and other phone contacts, fax numbers, E-mail addresses, SITA addresses etc. Such contact information is also to appear in the E&A Plan Contacts Directory. This is important, as such information will be used by the KHI Head Office Emergency VISA team, to

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arrange the necessary VISA for Field Team and Relatives of victims, as appropriate.

7.4.13 General Security

Station Emergency Response Plans should make provision for adequate security arrangements to be provided as applicable.

For example:

- a. Personnel and building / accommodation security will be required for PIA staff and premises.
- b. Many of the action sites associated with E&A will require security, especially protection from the media. Such sites include SECR(A), CRC(A), R&M(A), SECR(L), CRC(L), FAC and normal crew layover hotel (if applicable).
- c. Location from which media releases will be made.

Security can come from a variety of sources as follows:

- Police
- Airport Security
- Security Services
- Military
- Private Security
- PIA Security (local and via Field Team)
- GHA Security
- Hotel Security
- Hospital Security etc.

PIA STATION HEADs are responsible for ensuring that an appropriate level of security, from any of the sources above, is pre-planned for logical deployment during any PIA E&A. This should be discussed and planned in advance (i.e. before any E&A) with both local security authorities and also under the guidance of PIA Security.

7.4.14 E&A Support at Country / Area Level

Consider here all items of Station and non-Station resources that will be needed to support a maximum E&A effort i.e. a complete disaster. Identify such support, pre-arrange as so far as possible for its supply (i.e. before any E&A), including essential 24 hr contact information (where possible) with periodic (3 monthly) verification of contacts, and build into the E&A response plan. Formal agreement

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for support should be sought wherever possible, but it is recognized that informal agreements might be necessary on occasion.

Consider:


1. Manpower - in general e.g. GHA, other airlines, volunteers etc.
2. Emergency Services, ATC, Airport Authority (normal and during E&A) etc
3. Location for SECR(A), CRC(A), R&M(A), RC(A) etc
4. Equipment / supplies required at SECR (A) and R&M (A) – ideally arrangements can be made rapidly e.g. for SECR(A) - blankets, airline slippers, airline amenity kits, towels, baby diapers (napkins), food and beverages (including baby food and milk), Passenger Record Card (PRC) etc. For R&M (A) - phone cards, food and beverages, Passenger Information Forms etc. At hotels - access to phone / fax / e-mail / Internet etc.
5. Equipment required at accident site itself e.g. radios, tents, protective clothing, torches etc.
6. Communication facilities - phone, fax, radio, SITA. You can never have too much communication equipment. (For countries where Karachi roaming mobile phone facility is not operational, arrange for rapid acquisition of mobile phone chips that do work in the country – for issue to Field Team etc, on arrival).
7. Accommodation (hotels, schools, emergency accommodation centres etc) plus JFSOC requirements.
8. Medical Facilities (Hospitals, Medical Centre, Doctors, Nurses, Paramedics).
9. Mortuaries, funeral directors, forensic laboratories, coroners, freezer trucks / containers, cold storage facilities etc.
10. Transport (Land, air and water).
11. Food and beverage in general.
12. Resources of local authority / government.
13. Media briefing facilities.
14. Sources of cash and other finance.
15. Heavy lifting equipment for wreckage removal.
16. Local legal advice e.g. for flight crew when making initial statements.

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7.5 CHECKLISTS

7.5.1 Checklist Number 1 – Operations Manager / Officer
(First Person Aware)

No.	Actions	Time
1.	Check that ATC is aware of emergency and the following emergency services have been alerted by airport authorities: a. Fire Tel: _____ b. ASF Tel: _____ c. Police Station (West) Tel: _____ d. Ambulance Service/Edhi Tel: _____ e. Hospitals Tel: _____ Tel: _____ Tel: _____ Tel: _____ Tel: _____ f. Distt Coord. Officer (DCO) Tel: _____	
2.	Advise STN Manager to go to airport office (if not already there) cell no _____ Office no _____.	
3.	Telephone the Situation Room in Karachi (021-4674972 / 021-4673961 / 021-9242339, Fax: 021-9242361) E-mail: khiovpk@piac.com.pk , SITA: <i>KHIOVPK</i> and provide the following information (if known): UTC TIME OF THE ACCIDENT; FLIGHT NUMBER; AIRCRAFT REGISTRATION AND TYPE; LOCATION AND DETAILS OF ACCIDENT; DEPARTURE / DESTINATION STATION(S); NAMES AND NUMBER OF CREW MEMBERS ONBOARD; TOTAL NUMBER OF PASSENGERS ON BOARD; DETAILS OF ANY DANGEROUS GOODS; EXTENT OF FATALITIES, INJURIES, DAMAGE (NB: Advise Situation Room, Karachi of your contact details).	
4.	Advise Telephone Exchange _____ Plus Communication Officer cell no _____ to make phone calls to all PIA Team Members of Peshawar and the helping stations of the region.	
5.	Advise Airport Emergency Operations Centre (EOC), record the details and provide your Station Manager's / Station Head contact numbers to the EOC.	

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6.	Collect and secure the following documents: <ul style="list-style-type: none">▪ Tech Log sheet of accident flight▪ Fuel uplift slip▪ Aircraft Load Sheet, loading instructions, LMCs etc▪ Dangerous Goods (Hazmat / NOTAC) messages▪ Passenger seat allocation information▪ Any other documents, messages and notes connected with the flight e.g. CFP, Met Brief, NOTAM Brief, ATC Flight Plan etc	
7.	Send the E&A flight pax manifest to KHI ERC and Situation Room.	
8.	Alert Security to safeguard / protect all relevant PIA property and personnel.	
9.	Remain in office until relieved by the first PIA / GHA Representative to arrive at the Airport. Commence a written log of events	

<p>Within 30 minutes (or ASAP if later) after alarm notification</p> <p>Emergency Response Centre (ERC) Karachi will be activated</p> <p>Afterwards liaison on (021) 4674862, 9242273, 4673817, 4674890, 9242232 Cells (0301) 8255545, 8200296 8256665</p> <p>E-mail: erm@piac.com.pk</p>
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7.5.2 Checklist Number 2 – Station Manager

No.	Action	Time
1.	Contact Station Head and request that all town staff be notified and be ready to assume (Town Office) emergency plan.	
2.	Check that PIA staff has been advised to resume duty as per ERP. Advise Ground Handling Agent's Manager / Alternate.	
3.	Activate (and proceed to, as required) the Station Emergency Co-ordination Room (SECR) task as per ERP and coordinate (delegate co-ordination if required) all PIA emergency responses from there.	
4.	Brief the PIA Staff and review their checklist duties with them. Decide on how best to proceed in the given situation.	
5.	Deploy an Airline / GHA representative to the Airport Emergency Operations Centre (EOC), as required. (Location/Contacts) (Name / Title :.....).	
6.	Based on local procedures / information received from the Airport Authorities, activate the following tasks to pre-assigned Station / GHA / Other staff: <ul style="list-style-type: none">▪ Assign PIA CST representatives to the accident site. (Consider passes, documents (Pax Manifest, GD and Dangerous Goods documents) equipment / emergency bags, communications, route and transport to accident site etc) and review his checklist with him.▪ Uninjured passenger transportation from the accident site to the Survivors Reception Centre SRC (A) and appoint Survivor's Coordinator.▪ Passenger Manifest Verification task. (Once the Manifest is locked, ERC will be able to open the Flight Manifest and will forward it to departure station for verification task).▪ Advise to Handling Agents and other agencies having Manifest for not issuing the copies to any one without ERC approval.▪ Airline presence at Airport Information Desk(s).▪ Crewmember location and condition, and appointing Crew Coordinator.▪ Activation / manning of family Assistance Centre and appointing Family Assistance Coordinator.▪ All persons assigned above should have mobile phones / radios / (runner) for communication (with batteries fully charged and a spare available if possible), plus the relevant checklists, contacts lists, documents, protective clothing, equipment etc.	


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7.	Within 30 minutes (or ASAP if later) after alarm notification, call the Karachi ERC and brief the Emergency Director on telephone numbers 9221 9242232, 9221 9242273, 9221 4673817, Fax: 9221 9242258 on the latest situation. State the type and amount of external assistance that is required (e.g. from Field Team etc). If ERC is not yet manned, brief Situation Room instead (9221-4674972 / 9221-4673961 / 9221-9242339) and request that he forwards the briefing to ERC.	
8.	Ask the Situation Room to verify the General Declaration (with Crew Control KHI) and to produce a verified GD ASAP.	
9.	Liaise to create a 24 hour, 7 day roster to cover normal and emergency operations and to maintain staffing in areas where required.	
10.	Communicate with ERC by telephone every 30 minutes with the latest situation report (SITREP). If communications are poor, maintain an open line to ERC . Back up telephone SITREPs with written SITREPs, sent to E-mail address erm@piac.com.pk	
11.	Communicate updated information to all local PIA and other emergency response staff by way of radio, mobile phone or by runner.	
12.	In conjunction with ERC, assist in the processing of any necessary Visas or other required documentation / processes required for arriving external teams e.g. Field Team. Also make arrangements for Customs clearance of GO Kit.	
13.	On Arrival of "Field Team" from Karachi, meet and brief the team on arrival and assign liaison person(s).	
14.	Try to maintain normal operation as far as possible while giving priority to emergency duty.	
15.	Coordinate all logistics requirements for Station Emergency Coordination Room and other E&A "action sites", as appropriate e.g. transport, accommodation, refreshments, body bags and coffins, equipment for arriving external teams, etc.	
16.	Visit deceased Crew Members' houses and hospitals where crew are being treated (as appropriate).	
17.	Where appropriate, visit deceased passengers houses and hospitals where passengers are being treated (as appropriate).	
18.	Take all actions as per section 7.4.9 of Emergency Response Manual Chapter 7.	
19.	Matters regarding Passenger Property care and release should be handled as per guide line given in Chapter 8 Form ERP-41.	

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7.5.3 Checklist Number 3 – Maintenance Manager or Duty Engineer

No.	Action	Time
1.	Call out Station maintenance staff if required. Ensure that PIA / other engineering office is manned (if manpower permits), and is acting as prime engineering liaison with KHI Engineering Head Office and Station Emergency Coordination Room (SECR).	
2.	Proceed to Accident site via Station Emergency Coordination Room (for briefing from STN Manager) and take passes / permits, emergency bag, contact lists, checklists, Communication equipment (phone or radio), aircraft crash diagrams, protective clothing etc. Report to person in charge on arrival. <i>Note: It will probably be necessary to obtain clearance (from appropriate authority) before proceeding to accident site.</i>	
3.	On arrival at accident site, set up direct communication, if possible with SECR, but do not let this delay checklist item 4.	
4.	Follow prime objectives as follows: <ul style="list-style-type: none"> ▪ Preservation of life, making the aircraft safe and assistance to Emergency Services. ▪ Preservation of data, documents and technical / visual evidence, secure all maintenance record of the aircraft, collect fuel sample from refuelling agency and send for lab analysis, locating / removing Flight Data Recorder(s), Cockpit Voice Recorder(s), In flight TV recordings etc, under the direction of the accident investigator in charge if circumstances and time permit. ▪ Send all maintenance record of the aircraft and fuel analysis report to ERC by telex / email / fax (erm@piac.com.pk, Tel: +9221-4674890). ▪ Coordinate with manufacturer representative on site. ▪ Wreckage Preservation. ▪ Aircraft recovery and removal. 	
5.	Pass regular SITREPs to Station Emergency Coordination Room for onward transmission to ERC.	
6.	Brief ERC on restorative / recovery progress.	
7.	Create 24 hours, 7 days roster to cover normal operations as well as incident / accident staff requirements.	
8.	Make arrangements for arrival of KHI Accident Investigation team and Field Team and assist such teams with the ongoing investigation.	

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7.5.4 Checklist Number 4 – PIA Crash Site Team (CST) Representative (s)

No.	Action	Time
1.	Report to Station Emergency Coordination Room for briefing (This CST Rep should be PIA staff or GHA person).	
2.	Proceed to accident site after obtaining clearance from the appropriate authority. Take passes / permits, checklist, contact lists, documents (Pax Manifest, GD, Dangerous Goods documents etc), Communication (phone / radio), equipment (e.g. pen, paper, clipboard, torch, small tape recorder etc), protective clothing etc. Take emergency bag, if required.	
3	On arrival, identify yourself to the person in charge and offer all assistance on behalf of the airline. Deliver copies of pax manifest, GD and dangerous goods documents to the person in charge.	
4.	After establishing Communication with SECR, observe passenger rescue operation and update with SITREPs.	
5.	Locate crew and (when their emergency duties are complete) arrange for them to be transported to the Crew Coordinator.	
6.	Call for transport to move uninjured passengers from the accident site to the SRC (A), (if the Authorities are not providing this transport).	
7.	Maintain log of events (tape recorder, cell phone, advised for this), especially keeping tally of disposal of victims (i.e. the uninjured, the hospitalised and the dead). Note particularly, those uninjured survivors accompanying injured survivors in the ambulances. Ensure no one is left behind.	
8.	Monitor passenger first aid treatment at site.	


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7.5.5. Check List Number 5 – Station Head / District Manager


First Priority

Provide all possible support to the E&A Station. It is especially important that Area resources of trained and untrained manpower and any relevant equipment are deployed to the Station without delay (geographical and other circumstances permitting). Even though the accident Station, Station Manager will assume local command and control responsibility, it is the Station Head that is ultimately responsible to the KHI Emergency Director for the overall emergency response at Station levels and it will be appropriate for him to be available in Station Emergency Coordination Room during initial crucial period.

No.	Action	Time
1.	Report to Station Emergency Coordination Room (SECR) and obtain latest E&A brief from SM / Duty Officers and take appropriate actions.	
2.	After initial brief from STN Manager contact Emergency Director on telephone numbers 021-9242273, 021-4673817, 021-4674862, 0300-8228250.	
3.	Check that Town Office has been alerted, then contact Karachi Public Relations Member 021-9242108 / 021-4673481 providing as much information as follows: (i) Date / Time / Location of incident / accident (ii) Exact description of the incident / accident (iii) Any fatalities or injuries? (iv) Has medical attention of any kind been given to any of the passengers for any reason as a result of the incident? (v) How many passengers on board? Provide nationalities if possible. (vi) What is being done for the pax? This is vital for Media Relations to be able to send out positive information. (vii) Breakdown of passengers, including the number of transferred passengers travelling through that station (as appropriate) and their final destination. (viii) Names of crew. (ix) Type & Registration of the aircraft involved. (x) Describe damage if any, caused to the aircraft / surrounding area e.g. runway.	
4	Check with ERC if, in case of a major crash, management is acquiring the services of Emirates Emergency Call Centre, Blake Emergency Services or some other agency	


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5.	Alert local Public Relation Consultants if required. (when available)	
6.	As soon as possible, proceed to the local Media Centre at Town Office / Airport.	
7.	In conjunction with Karachi Public Relations and local Public Relations Agency (if required), formulate the appropriate responses for the local Town Office / SECR to use, should they receive direct calls from enquiring family and friends	
8.	Prepare Press Release statements in conjunction with Karachi Public Relations / Karachi ERC Media Coordinator, and local Public Relations consultants (if applicable). Consider that it might be necessary to issue all statements in conjunction with the local (government / airport) authority.	
9.	Conduct Media Briefings as required. These may be joint briefings, sole briefings or a mixture of the two, depending on local requirements after obtaining the clearance from ERC.	
10.	Maintain contact with Station Emergency Coordination Room. Arrange for (telephone) advice and support if it is looking likely that Station Manager / local staff might have to face the local media alone.	
11.	Issue Press Releases and / or Media Briefings on a regular basis (every hour or two) regardless of whether or not new information has been received in consultation with ERC and Public Relations.	

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7.5.6 Checklist Number 6 – PIA Rep. at
Airport Authority Emergency Operations Centre (EOC)

No.	Action	Time
1.	Report to Station Emergency Coordination Room for briefing	
2.	Proceed to and report to the person in charge at EOC and brief him about the accident and airline activity.	
3.	Take: <ul style="list-style-type: none"> Passes / permits Checklists E&A contacts directory Copy of airport's authority E&A plan Pax manifest and crew list (GD) copies Dangerous Goods details Crash crew chart for type of aircraft involved PIA ERP Manual Mobile phone and / or Radio etc. 	
4.	Establish and maintain contact with Station Emergency Coordination Room.	
5.	Act as airline liaison rep at EOC.	
6.	Pass SITREPs to Station Emergency Coordination Room (based on activities / information in the EOC) every 30 minutes.	
7.	If presence in EOC is no longer required, request Station Emergency Coordination Room for reassignment of E&A duties.	

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7.5.7 Checklist Number 7 – Family Assistance Coordinator

No.	Action	Time
1.	Proceed to the Station Emergency Coordination Room for briefing.	
2.	Collect FAST (Family Assistance & Support Team) members and proceed to FAC (Family Assistance Centre) and act as the senior airline representative. Take with you passes or permits, checklist, contact list, method of communicating (phone / radio /runner), documents etc.	
3.	Make, (or arrange for), a public address system announcement to request <i>relevant</i> friends and family members to proceed to the FAC. The announcement should be brief and unemotional, such as: <i>"Persons waiting for the arrival (or departure) of flight please proceed to for further information. Thank you."</i>	
4.	Remove politely from FAC any persons not directly related to the E&A flight.	
5.	Distribute PIA family and friend Information Cards.	
6.	Brief the family and friends on available information about the flight and reassure them of PIA's intention to assist as fully as possible. Advice that updated information will be provided, as it becomes available.	
7.	Complete PIFs , one PIF for each person travelling on the flight and submit them to Station Emergency Coordination Room, where they will be converted into the electronic PIF or faxed / E-mailed (after scanning) to ERC Karachi.	
8.	Ensure that family and friends are as comfortable and well looked after as possible.	
9.	Liaise with the PIA staff in the Station Emergency Coordination Room on the release of information to the family and friends, as to the status and location of E&A victims. <i>NB – Special procedures should be in place re-advising family and friends (Next of Kin) of fatalities e.g. usually via the local Police.</i>	
10.	Arrange for Religious, Counselling or Medical Services where required, with the assistance of the Airport Authority / SECR.	
11.	Facilitate access to telephones / faxes / e-mail facilities.	
12.	Ensure provision is made for refreshments and snacks to the relatives.	
13.	Maintain a log of the occurrences and developments.	
14.	Handover to Special Assistance Team – when they arrive. (Note: Special Assistance Team will usually deploy to accident location on the GO aircraft and as part of the Field Team.	

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7.5.8 Checklist Number 8 – Survivors Coordinator (Airport)

No.	Action	Time
1	Proceed to Station Emergency Coordination Room for briefing.	
2	Proceed to SRC, report to the person in charge, and act as the senior airline representative. Take passes / permits, checklists, contact lists, method of communicating (phone / radio / runner), documents (to include sufficient numbers of PIFs), copies of pax manifest etc.	
3	Receive uninjured survivors and assist in giving comfort and aid. e.g. refreshments (including hot water and baby food if necessary), emergency supplies of blankets / towels / clothing / footwear / airline amenity kits etc. Arrange minor first aid as necessary.	
4	Distribute PIA SRC Information Cards.	
5.	Complete a PIF for each survivor. Forward completed PIFs (in batches if it makes things quicker) to Station Emergency Coordination Room for onward transmission to ERC Karachi.	
6	Keep survivors advised of arrangements being made for them e.g. eventual transportation to homes / hotels or that the airline will be making arrangements for onwards flights etc. Also explain that every effort will be made to match and meet survivors with family and friends as soon as possible.	
7	Bear in mind that survivors with mobile phones might have already contacted family and friends. In such circumstances, early reunion is most advisable but take advice from ERC (via Station Emergency Coordination Room) on how this is to be managed.	
8	Arrange via Station Emergency Coordination Room and / or with assistance of Airport Authority for Religious, Counselling or Medical Services where required.	
9	Contact Station Emergency Coordination Room / Airport Authority for assistance and more resources if required.	
10	Manage (to the greatest extent possible) any airport reunions.	
11	Note: Local procedures might require survivors to undergo a medical prior to release from SRC. Anyone refusing such medical might be required to complete a suitable indemnity form.	
12	After transportation or alternate flight has been arranged, supervise that all passengers are dispatched accordingly.	
13	Keep on updating ERC 9242273 and Emergency Call Centre 9242323 directly in addition to SECR if so required.	

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7.5.9 Checklist Number 9 – Survivors Coordinator (Hotel)

No.	Action	Time
1.	Arrange with hotel staff for arrival of survivors (e.g. pre-allocate rooms; arrange a rapid “check-in system etc). Advise hotel of anticipated numbers, if possible.	
2.	After transportation or alternate flight has been arranged, supervise that all passengers are dispatched accordingly.	
3.	Arrange hotel security according to the circumstances e.g. it is probably desirable to prevent the media from “hassling” the survivors. However, survivors should not be prevented from talking to the Media, should this be what the survivor wishes to do.	
4.	Set up and man a “reception point” for arriving survivors.	
5.	Meet and Greet survivors on arrival.	
6.	Hold regular survivor “briefings” in a suitable area, as provided by the Hotel.	
7.	Continue to supply humanitarian support.	
8.	Assist in administration of financial support for survivors (in conjunction with Finance Manager).	
9.	As directed by Station Emergency Coordination Room, facilitate reunions with family and friends.	
10.	Assist Police (other authorities as relevant) in notifying deaths of other E&A flight passengers to survivors, the latter being relevant NOK of the deceased person(s). (Note: In some countries (rarely), culture and the legal system require the airline to advise NOK (Next of Kin) of death. If this is the case, proceed as directed by Station Emergency Coordination Room) after advice from ERC.	
11.	Handover to Special Assistance Team, when they arrive along with the Field Team.	
12.	Keep on updating ERC 9221-9242273 and Emergency Call Centre 9221-9242323 directly in addition to SECR if so required.	

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7.5.10 Checklist Number 10 – Crew Coordinator


No.	Action	Time
1	Proceed to Station Emergency Coordination Room for briefing.	
2	Proceed to CRC (A) and report to the person in charge. Act as senior airline representative. Take passes / permits plus checklists, contact list and method of communication (phone / radio / runner).	
3	<ul style="list-style-type: none"> Receive uninjured crew and provide all assistance possible e.g. refreshments, replacement clothing etc. Ascertain from crew the whereabouts of any missing crew members (if known). Remind crew not to make a statement to anyone without clearance. Medical examination and interview (with Police / investigating authority) might be required for pilots (usually a legal requirement). 	
4	Transport crew under escort, to the Hotel. <i>Note: Remove crew from the airport using a discrete departure route.</i>	
5	Arrange with hotel staff for arrival of crew (e.g. pre-allocate rooms; arrange a rapid “check-in system etc). Advise hotel of anticipated numbers, if possible.	
6	If prudent and possible, ensure that hotel security keep away from the Hotel those persons deemed to be capable of having an “adverse effect” on the interests of the crew and / of the airline.	
7	Continue to supply humanitarian support.	
8	Assist in administration of financial support for the crew (in conjunction with the Finance Manager).	
9	Proceed to the hotel and continue to monitor welfare of the crew, ensuring that they are not disturbed, and receive proper rest, refreshment and humanitarian support, until arrival of Flight Operations Field Team.	
10	Keep on updating ERC 9242273 and Emergency Call Centre 9221-9242323 directly in addition to SECR if so required.	

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7.5.11 Checklist Number 11 – Traffic Incharge / ASM

*NB: This task is time critical and must be commenced as soon as possible.
Target time for completion is 60 minutes or earlier after the starting process.*


No.	Action	Time
1.	Proceed to Station Emergency Coordination Room for briefing.	
2.	Collect all information (available at the Station) pertaining to all possible persons on board the incident flight e.g. unverified pax manifest, pulled ticket flight coupons, E-ticket pax list, LMCs, GD etc.	
3.	Arrange the ticket coupons in alphabetical order (surname / last / family name first).	
4.	ONBOARD Passenger detail can be retrieved from ACSI system or any other checking system at the station. Obtain chance passenger names from uplifted passenger coupons. Non Revenue pax detail may be obtained from Uplifted flight coupons and complete detail from the staff number. <ul style="list-style-type: none">Once the Manifest is locked, ERC will be able to open the Flight Manifest and will forward it to departure station for verification task.Advise to Handling Agents and other agencies having Manifest for not issuing the copies to any one without ERC approval.	
5.	For ACSI manifests (and other checking systems where names are listed alphabetically) , commence matching ticket coupons (in alphabetical order) with names on manifest. As a match is made, neatly place a tick against the matched name on the manifest (use a pencil for this and erase any errors made). (For manifests not listing names alphabetically , precede in a similar way, but this time match a name on the manifest with the corresponding ticket coupon. <i>Therefore, match manifest to coupon</i>).	
6.	Place to one side (in alphabetical Order) those ticket coupons for which no match is found.	
7.	After all ticket coupons have been checked against manifest, return again to the “unmatched” coupons that have previously been set aside and try again to make a match against those names remaining un-ticked on the manifest. Again, place to one side any remaining unmatched coupons and carefully record all unmatched names (from the ticket coupons check) on a separate sheet of paper.	
8.	Repeat steps 5 to 7 using the E-ticket pax list to try and make a match with names on the manifest. This time, as there is no ticket coupon, tick	

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	off matched names on both the unverified pax manifest and the E-ticket pax list. Any unmatched names on the E ticket pax list should be carefully recorded on a separate sheet of paper. (Make a photocopy of the E-ticket pax list showing the ticks for verified names).	
9.	When task is complete, pass all documents to SECR i.e. <ul style="list-style-type: none">1. verified pax manifest with verified names neatly ticked, (accompanied by verified ticket coupons and E ticket pax list);2. prepared list of unverified ticket coupon names (accompanied by unverified ticket coupons);3. prepared list of unverified E-ticket names accompanied by photocopy of E ticket pax list)	
10.	When directed by Station Emergency Coordination Room, forward verified pax manifest (together with any remarks e.g. any unmatched ticket coupons noted) to ERC by quickest possible means. Remind the controller of this task, if necessary.	
11.	Note: If verification process is not complete within 90 minutes of starting, someone from the Karachi ERC will contact you to enquire about progress and to offer any advice / assistance.	

Notes:

1. As names are verified, forward them in batches (say 50 at a time) to Station Emergency Coordination Room - i.e. do not wait until all names have been checked before forwarding to Station Emergency Coordination Room.
2. For the few Stations still having “manual” check in, ticket issue and pax manifest systems, please adapt the above checklist to your own specific requirements.

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7.5.12 Checklist Number 12 - Reservations / Town Office

No.	Action	Time
1	Upon E&A notification, commence call out of relevant staff, as appropriate.	
2	Report to E&A work location without delay.	
3	<p>Arrange for “freezing / lockdown” of all E&A flight check in and reservations records (probably with GHA). Once this is down, ensure that access to all such documentation is strictly limited to Station Head, and yourself, unless otherwise authorised by Station Head.</p> <ul style="list-style-type: none"> Once the Manifest is locked, ERC will be able to open the Flight Manifest and will forward it to departure station for verification task. Advise to Handling Agents and other agencies having Manifest for not issuing the copies to any one without ERC approval. 	
4	Check with CRC KHI Reservations Duty Controller that the flight records have been frozen / locked. Ensure that Station Head, and yourself are provided authorisation to access / receive copies (of) such documents.	
5	Ensure office is secure from intruders, Media, angry public etc.	
6	Establish contact with SECR and obtain E&A briefing and instructions.	
7	Take advice from SECR on possibly closing down the office to the public.	
8	Brief staff.	
9	Ensure that office receives latest E&A Press Releases from Karachi ERC Public Relations member. Further, ensure that staff releases no information to family and friends’ callers, other than as per the Press Releases.	
10	Instruct staff to refer Media callers to the ERC in Karachi on telephone numbers 92-21-9242108, 92-21-4673481.	
11	Carry out any other duties as assigned by Station Head and / or SECR.	

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7.5.13 Checklist Number 13 – Passenger Sales Manager

No.	Action	Time
1	Proceed to PIA Town Office (or other location as required) and make contact with Station Emergency Coordination Room. Brief own staff with known details.	
2	Ensure members of the Sales team (supported by other PIA / GHA / volunteer staff as required) are in attendance at the hospitals where injured passengers have been transported. Here, they will represent PIA and be responsible for the airline aspects of handling of survivors and relatives. Ensure that staff locating to Hospitals have relevant checklists, contact lists, documents (PIFs / PRCs / Hospital Forms / Log) and communication equipment (phone / radio).	
3	In conjunction with the person responsible, activate the existing agreements with hotels for the purpose of accommodating surviving pax, crew, and family and friends of a person.	
4	Secure additional hotel accommodation, as required.	
5	In conjunction with other PIA Sales, Airport Services, GHA / Hotel etc., sales staff have the responsibility for handling the family and friends in the FAC Hotel.	
6	Liaise with Station Head on any direct responses / actions, he / she requests.	

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7.5.14 Checklist Number 14 – Ground Handling Agent (GHA)

No.	Action	Time
1	<p><i>Assist PIA STN Manager as required / directed, to include the following:</i></p> <ul style="list-style-type: none"> ▪ Call out Ground Handling manpower (plus off duty staff if required) ▪ Supply manpower to assist PIA at pre-designated emergency action sites and / or to maintain normal operations. ▪ Arrange more volunteers for any and all emergency duties ▪ Supply runners to hand deliver messages or equipment ▪ Provide equipment on loan and as requested by STN Manager e.g. radios, mobile phones, tugs, hi-lifters etc. 	
2	Ensure that baggage is not removed from incident aircraft until clearance has been obtained by appropriate authorities.	
3	When removing baggage, ensure that such removal is under the control of the appropriate authority as applicable.	
4	In general, PIA will make arrangements to open aircraft holds. PIA ensures that GHA receives a relevant brief before baggage removal commences, including a safety brief outlining hazards, precautions to take etc.	
5	Deliver baggage to PIA / PIA rep for eventual disposal.	
6	Note: It will be necessary for PIA STN Manager and Manager GHA to have detailed pre-arranged procedures and checklists (separate to these template checklists) in place to cover all the requirements that PIA will have of the GHA e.g. extra manning at different locations. These procedures and checklists should be included in both PIA and GHA emergency plan for the Station.	


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7.5.15 Checklist Number 15 – Hospital Representatives

No.	Action	Time
1	After reporting to Station Emergency Coordination Room (or designated reporting point), obtain information as to which hospitals the injured passengers and crew have been transported. Bear in mind that uninjured survivors might have accompanied injured survivors in the ambulances.	
2	Obtain the passenger manifest and GD (E ticket pax lists if applicable), if available, but do not delay proceeding to your assigned hospital if the lists are not available yet.	
3	Proceed to your assigned hospital by the quickest and safest method, taking along sufficient PIFs and list of Hospitals and respective telephone numbers. Remember to take with you passes / permits, checklists, contact lists, relevant documents e.g. sufficient Communication equipment (phone / radio etc).	
4	On arrival at the hospital, report to Hospital Reception, positively identify yourself as a representative of the airline i.e. PIA, and state your purpose: <ul style="list-style-type: none"> ▪ Determining passenger and crew member identification. ▪ Determining their condition (i.e. <i>life threatening or non-life threatening injuries</i> – note: these are the <u>terms</u> that PIA would wish to use, if possible – even if the hospital uses different terms). ▪ Provide any and all support (as permitted by the Hospital) to the injured passengers and crew members and any accompanying uninjured survivors / family and friends as applicable. 	
5	Obtain names of injured (with type / degree of injury if possible – using PIA preferred terms of “life threatening or non-life threatening injuries”) and deceased (that might have died at the Hospital) and pass to Station Emergency Coordination Room by quickest means possible.	
6	In conjunction with checklist item 5 (or later, depending on circumstances), complete PIFs for all other passengers at the hospital and fax / e-mail / deliver directly to the Station Emergency Coordination Room for onward transmission to Karachi ERC. Complete PIFs as required for any family and friends that also might be at the hospital. Advise Station Emergency Coordination Room of any “self made” reunions made at the hospitals	
7	Visit (at least twice a day or as permitted by Hospital) and comfort and assist all hospitalised passengers.	
8	Ascertain / satisfy the immediate needs of hospitalised survivors. (e.g. toiletries, clothing, money, etc).	


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9	Keep hospitalised passengers informed of progress on their behalf, such as travel plans, lost belongings, inquiries from family and friends, etc.	
10	Maintain contact with the Station Emergency Coordination Room to receive updates on items of information to be passed on to hospitalised survivors.	
11	Manage any reunions at the Hospital if permitted to do so by Hospital authorities.	

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7.5.16 Checklist Number 16 – Finance Manager

No.	Action	Time
1	Report immediately to work location and receive briefing.	
2	Immediately commence the task of making short term funds available (under pre arranged procedures) for emergency purposes, at all accident action sites as required.	
3	Arrange longer term measures for access to cash and credit for use at the accident site and locations set up for passengers and families.	
4	Maintain list of all expenses against the accident / incident.	
5	Ensure department continues to function normally if possible.	
6	Ensure local employees do not have any pay disruptions. Ensure all overtime is recorded, including for management employees.	
7	Process local payment of insurance claims in conjunction with Karachi ERC (Finance and Insurance Members).	
8	Note: Arrangements must be pre-planned for quick and ready access to the emergency finance required, especially at the accident Station / location. Typically (again, internationally recognised best practice), survivors at the SRC hotel, and family and friends at the FAC Hotel, will be provided with full board accommodation and other hotel facilities, together with “pocket money” as sanctioned by the management through ERC.	

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7.5.17 Checklist Number 17 – Cargo Manager / Cargo Supervisor

No.	Action	Time
1	Call out other cargo staff as required. Proceed to Cargo Office as soon as possible.	
2	Establish and maintain contact with Station Emergency Coordination Room to exchange updated accident information, and also to ensure receipt of accurate and verified facts. Act as primary PIA cargo liaison person with Cargo HO, Karachi.	
3	Verify any dangerous goods, live animals and mail on board the affected flight. Ensure that relevant safety critical information is passed on to emergency services without delay.	
4	Inform Cargo Handling Agent.	
5	Advise Post Office of mail on board.	
6	Advise customers of confirmed Cargo shipments on board and arrange recovery and onward delivery of same ASAP.	
7	Assist in other emergency tasks as directed by Station Head / STN Manager.	
8	Take all actions as per section 7.4.9 of Emergency Response Manual Chapter 7.	

Form No: ERP-001

Passenger Record Card (PRC)

Incident Flt No.....* Date of Flt* From* To* Via*
Other Details
.....

Passenger Information

Last (Family) Name* First Name(s)*

M/F/C/I* DOB* Age* Nationality*

Pax Flight Route Details: From* To* Via*

Travelling With(1)*
(2)
(3)
(4)

(Note: For above, provide Last Name, First Name(s), DOB, Nationality, Sex, Relationship. Continue in "other information" section if necessary – see page 2)

Next of Kin/Closest Relative(s) Information.....*

.....
.....
.....

(Provide **fullest** details possible e.g. names, addresses, contacts, relationships, was Next of Kin travelling with pax, details of other close relations etc.). Continue in "other information" if required

Relatives & Meeters/Details

.....
.....

Have you already made contact with any Relatives & Meeters or any other friend ? (e.g. by mobile phone, text message). If so, please provide details*

.....
.....

Pax Contact No(s) (1) (2) (3)*
(Note: Require Country Code then Area Code then Number)

Pax Primary Address:
.....
.....
.....

Pax Local Address: (if different from primary address)

(at Incident Location)
.....
.....

Other Contacts. (In addition to Next of Kin / Closest Relative contacts.

Please provide last name, first name(s), contact information, address and relationship to pax.

For Hospitalised / Injured Pax - Are injuries classified as "life threatening"

*..... Yes / No If yes, provide details

Award Plus Number

Pax Intentions

- (1)

Travel to Local Address Yes / No?

If yes, please provide details.
- (2)

Continue Journey

Yes / No?

If yes, please provide details
- (3)

Proceed to SRC(L)

Yes / No?
- (4)

Other

Please provide details

Offer of Family Assistance made to Pax*

Made:	Yes / No?	Accepted:	Yes/No?	Family Assist Team
Advised:	Yes / No?			

Pax Language

Can pax converse in English language?	Yes / No?	If No, what is pax primary and secondary language?
Primary Language		Secondary Language

Information for Customs / Immigration

Passport No	*	Issue Date	*	Issue Place
Birth Place	*	Occupation	*	

Sex
Other Relevant Information / Continuity Sheet.

.....please use continuation sheet (more blank sheets) if required.

This form completed by me (name)* at (time)
on (date).....* My contact number(s) is / are*

Form No: ERP-002
Passenger Information Form (PIF)

Accident / Incident Flt No..... * Date of Flt..... * From..... * To..... * Via..... *

Other Details.....

Details of Person Providing Information about Passenger(s)

Last (Family) Name..... * First Name(s).....

Contact No(s) (1)..... (2)..... (3).....

(Note: Please insert Country Code, then Area Code, then telephone Number(s))

Address E-mail

Relationship to Pax * Is **The Person** a Relative / Meeter? Yes / No

Pax (Victim) Flight Details (as known to **The Person**) *

The Person's Primary / Secondary Languages

Has **Person** giving this information already had contact with passenger e.g. by mobile phone, text message etc? *
Yes / No? Details

Passenger (Victim) Information

Last (Family) Name * First Name(s) *

M/F/C/I * Nationality * DOB * Age

Travelling With (1) *
 (2)
 (3)
 (4)

Note: Last Name, First Name(s), DOB, Nationality, Sex. (Continue in "Other Information" section if necessary).

Known Next of Kin (NOK) or Closest Relative(s)

.....
.....
.....
(Give fullest details possible e.g. names, addresses, contacts, relationships etc)

Any Existing Medical Problem? Yes / No Details

Other Information e.g. skin / hair /eye colour, distinguishing features / marks (e.g. scars / tatoos etc) – continue on separate sheet if necessary.

.....
.....
.....
This form completed by me (name)..... * at (time)..... *on (date)..... *
My contact information is (1) * (2) *

Notes on PIF and PRC (Forms)

1. Unless Authorities insist on using their own equivalents of PIF and PRC, use PIA forms.
2. If Authorities use own forms, ensure PIA gets copies of all completed forms.
3. If Authorities use own forms, show them in the local plan instead of the PIA PIF & PRC.
4. If time is a factor, only complete *compulsory* * information on PIA forms.
5. Maintain sufficient stocks of forms (suggest 1200 PIFs and 700 PRCs).
6. Provide English and local language versions of the forms, as required.
7. Store forms so that they are easily accessible during E&A.
8. Retain form printer's details in E&A contacts list, for ready re-supply, as required.
9. Train relevant staff in use of forms.
10. Even though forms might be printed in English and perhaps another language, **form completion is to be done only in English.**

Note: After consultation with relevant Authorities (as applicable), it might be an idea to produce PIA **PRCs** that are capable (e.g. by using carbon paper or equivalent) of producing 4 copies, in addition to the original (top) copy. Such a form would be highly desirable as each E&A victim would only need to complete the form **once**. The 5 copies obtained could be distributed to:

Airline
Airport Authority
Police
Customs
Immigration

The PIA PRC has been designed with this in mind (e.g. passport and other similar details on page 2 of PRC). However, the PRC comprises 2 pages, and how the carbon paper versions are produced and used will require some thought.

Form No. ERP-003

Accident / Incident Message

Accident / Incident – Top Priority for SITA / E-mail

To: SMNC / CMC: (DXBOMEK, DXBCCEK, DXBUEAK + others as required)

From: (Provide Name, Station and Contact numbers)

Details:

Flight Number

Aircraft Registration and Type

From (Last Station) Station before This

To (Next Station) Station after This

Nature of Accident / Incident
.....
.....
.....

Commander's Name

Total Crew on Board(Flight Deck) (Cabin)

Total Pax on Board (including staff travelling on GD)

Accident / Incident Location
.....

Time and Date of Accident / Incident(specify UTC or local time)

Dangerous Air Cargo?(details)

Details of any Local Emergency Response?
.....
.....(details)

Other Information.
.....
.....
.....

Form No:ERP-004

Airport (General)	
Main provider of E&A Response services	
Other agencies involved	
Notification of E&A to Airline	
Triage available	
Airport Information Desk	
Media Response	
Inhouse Medical Facilities	
Access to airport locations during E&A	
Remarks	

Form No:ERP-005

Airport Emergency Manual (if available)	
Available	
Owner/writer	
Latest revision	
Remarks	

Form No:ERP-006

Airport Emergency Operations Centre (EOC)	
Location	
Airline Representation	
Facilities available / provided	
Overall rating (1-10)	
Remarks	

Form No:ERP-007

Media Centre	
Location	
Responsibility	
Remarks	

Form No:ERP-008

Heavy Moving / Salvage Equipment	
Available	
From where ?	
Time to deploy	
Suitable for which PK Aircraft	

Form No:ERP-009

Hospital	
Government	
Private	
Limitations	
SOS required	
Remarks	

Form No:ERP-010

TEMPORARY MORTUARY	
Location	
Facilities	
Limitations	
Manpower	
Kenyon Involvement	

--	--

Form No:ERP-011

HEALTH HAZARDS	
Remarks	

Form No:ERP-012

EMERGENCY CALL CENTRE	
Does Airport provide?	
Mandatory	
Number of W/stns	
Manpower	
How long will ECC remain open?	
Payment / charges	
Remarks	

Form No:ERP-013

SURVIVOR RECEPTION CENTRE (Airside)	
Location	
Capacity	
Facilities available / provided	
Manpower	
Catering	
E&A Stocks	
Security	
Information gathering	
Immigration procedures	

Form No:ERP-014

SURVIVOR RECEPTION CENTRE (Landside)	
Location / Hotel	
Transportation to location	
Capacity	
Facilities available / provided	
Manpower	
Catering	
Security	
Remarks	

Form No:ERP-015

CREW RECEPTION CENTRE (Airside)	
Location	
Capacity	
Facilities available / provided	
Manpower	
Catering	
Security	
Information gathering	
Immigration procedures	
Remarks	

Form No:ERP-016

CREW RECEPTION CENTRE (Landside)	
Location / Hotel	
Transportation to location	
Capacity	
Facilities available / provided	
Manpower	
Catering	
Security	
Remarks	

Form No:ERP-017

RELATIVES AND MEETERS (R&M)	
Location	
Capacity	
Facilities available / provided	
Manpower	
Catering	
Security	
Information gathering	
Remarks	

Form No:ERP-018

FAMILY ASST. CENTRE (FAC)	
Location / Hotel	
Capacity	
Facilities	
Manpower	
Catering	
Remarks	

Form No:ERP-019

REUNION AREA (Airport)	
Location	
Transportation to location	
Capacity	
Facilities available / provided	
Manpower	
Security	
Remarks	

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ERP-30	Staff Deployment Sheet to Hospital
ERP-31	Hospital Situation Report - Part 1
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ERP-35	Daily Incident Log
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ERP-42	List of Participants - ERP
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8.1 Family Assistance Support Team

The Family Assistance Support Team (FAST) is a critical part of Emergency Response and will be deployed in an E&A to respond directly to either survivors and /or family members of victims of an aircraft accident. They will provide the initial and on going humanitarian and other support to E&A victims. The FAST is able to be deployed as part of the FIELD Team.

The FAST is trained and developed to effectively respond to any circumstance of an E&A.

The FAST offers the following services:

- Delivery of status notification to family members on-site
- Accumulation of passengers and passenger’s family information
- On going information and support to passengers and their families
- Immediate deployment to affected airports, designated hotels for surviving passengers, hospitals and family hotel in city / town nearest to the accident site plus survivors’ and family members as appropriate to the circumstances of the E&A.

In the initial phases of the E&A, the FAST will be deployed to CRCs, SRCs, R&Ms, RA(A) and FAC. Additionally, they will deploy to relevant hospitals and to relevant mortuaries.

FAST members will be assigned to specific passengers / crew and / or their families once additional information becomes available, and they will continue to assist until such times as all needs within the parameters are met.

The deployment areas for the FAST are divided into the following areas:

- | | |
|---|---------------|
| 1) Survivor Reception Centres | SRC(A) & (L) |
| 2) Crew Reception Centres | CRC(A) & (L) |
| 3) R&M Centres | |
| 4) Hospital(s) / Hotels | |
| 5) Family Assistance Centre | FAC |
| 6) Joint Family Support Operation Centre | JFSOC |
| 7) Reunion Area (Airport) and (Off Airport) | RA(A) & RA(O) |
| 8) Morgue (Fatalities) | |

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8.2 Data / Information Collection

The FAST will accumulate data on all E&A flight victims through the use of the following:

1) Passenger Record Card – PRC (Form ERP-001)

PRC is used to record information (sourced from the passengers themselves or from information obtained about E&A victims at hospitals and / or mortuaries) on all E&A flight victims (i.e. passengers, crew, victims on the ground).

Every E&A victim will have one PRC where all relevant information will be stored. The FAST will have access to victims at any of the following locations:

- The CRCs
- The SRCs
- Hospitals
- Mortuaries
- The FAC

Hence, one person takes down details of the victim using the PRC and then distributes the copies to the other groups that need the information.

At some Stations / Airports, the local authorities use their own equivalents of the PIF and PRC, and will not permit use of the PIA documents. In such cases, it is vital that the airline acquires and retains a copy of each completed (PIF and PRC equivalent) document.

2) Passenger Information Form – PIF (ERP-002)

This is a form that is used to fill out details about an E&A victim, said details given to PIA by an “enquirer” i.e. from family members or relatives. The FAST complete a hard copy version of the PIF at either the R&M or FAC. Once the FAST capture victim information from the R&M, the copies are forwarded to ERC.

8.3 Survivor Reception Centre (Airside) – SRC(A)

Function: To provide all uninjured (or non-hospitalised) survivors (not including the crew) with an E&A initial holding and processing area (SRC(A)) within the airport (airside).

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Each PIA Station is required to identify and arrange for an SRC(A) in collaboration with their local emergency response plans of the airport, if local circumstances permit.


Responsibilities:

- Provide humanitarian and material aid to non-hospitalised surviving victims e.g. make available catering, amenity kits, blankets, baby food, airline socks / slippers etc., and to provide basic crisis services support.
- Accumulate victim identification and other information (PRCs) and then distribute to the relevant authorities (Immigration, Police and Airport Authority etc) and also to ERC & FAST.
- Transmit the PRC information to Emergency Call Centre Karachi .
- Liaise with the baggage services and other authorities regarding the release of cabin and checked in baggage, as appropriate to the circumstances, whilst keeping the victims informed at all times.
- Facilitate the release of survivors from the SRC(A), once the police authorities have established that there has been no “crime” associated with the E&A.
- Arrange for the immediate reunion of survivor and R&M (where appropriate) at RA(A).
- Coordinate onward travel arrangements for non-hospitalised survivors to continue their journey or return to overseas residence (home), dependent upon the wishes of the surviving victim.
- Provide uninjured survivors, not wishing to Field to the SRC(L), with suitable transportation and escort to local residence / accommodation
- Offer transportation to and accommodation at the SRC(L) for victims until onward transportation can be arranged and / or when victim feels content to continue.
- Issue cash (per diem) to each uninjured survivor / survivor group to cover “immediate financial needs” in collaboration with Finance Member & ERC.

8.4 Survivor Reception Centre (Landside) –SRC(L)

Function: To provide accommodation and humanitarian support to uninjured (or non-hospitalised) survivors (not including crew) of an E&A, once they have been released from the airport, until such time onward transportation to an alternate destination is determined and accomplished.

Each PIA Station is required to identify and arrange for an SRC(L) at a hotel in the vicinity of the airport, with which PIA would have made prior arrangements in their local emergency response plans of the airport, if local circumstances permit.

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Responsibilities:

- Provide humanitarian and material aid to non-hospitalised surviving victims and / or discharged from hospital victims e.g. accommodation, catering, communication facilities (access to telephones and use of internet), replacement clothing and appropriate toiletries to supplement the previously given amenity kits, appropriate footwear, funding etc.
- Offer accommodation at the SRC(L) for victims until onward transportation can be arranged and / or when victims feel content to continue.
- Transmit additional PRC information to ERC Karachi.
- Liaise with ERC Karachi Baggage Services regarding the release of cabin and checked in baggage, as appropriate to the circumstances, whilst keeping the victims informed at all times.
- Conduct Information Briefings to E&A victims regarding situational updates and PIA plans for the welfare of victims at regular intervals, which will be communicated to all checked-in survivors.
- Arrange for the non-immediate reunion of survivor and R&M (in instances where this was impossible at the RA(A)) at RA(O) also known as the SRC(L).
- Arrange onward travel arrangements for non-hospitalised survivors and hospitalised survivors released to the SRC(L) whilst awaiting fitness to travel to continue their journey or return to overseas residence, dependent upon the wishes of the surviving victim.
- Provide suitable transportation and escort to the airport for onward flight connections or other locations such as residences / accommodation at a distance from the city / town of the accident.
- Meet all emotional and physical needs whilst in residence at the SRC(L).
- Issue cash (per diem) to each uninjured survivor / survivor group to cover “immediate financial needs” in collaboration with Finance Member & ERC.

8.5 Crew Reception Centre (Airside) – CRC(A)

Function: To provide all uninjured (or non-hospitalised) crew an initial holding and processing area within the airport where their emotional and physical needs can be cared for.

All PIA Stations are required to identify and provide for a CRC(A) in their local emergency response plan, if local circumstances permit.

Responsibilities:

- Receive uninjured crew.

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- Provide comfort and humanitarian aid to non-hospitalised crew e.g. make available catering, amenity kits, blankets, airline socks / slippers etc. and to provide basic support.
- Monitor the welfare of crew during the inevitable process of initial statement gathering, blood and urine tests, and other medical / legal requirements for the flight crew in particular.
- Safeguard the security and deter the intrusion of privacy by unwanted sources, e.g. Media in collaboration with Police and PIA / local Security.
- Liaise with Legal regarding legal representation for crew if necessary.
- Facilitate medical attention for crew.
- Accumulate crew identification information.
- Transmit information to relevant authorities (Immigration, Police, Airport Authority, etc) and to the ERC at KHI.
- Facilitate the release of all uninjured crew.
- Arrange replacement civilian clothing for crew prior to release from CRC(A) to avoid further identification as E&A crew (where impossible to replace clothing, remove all obvious signs of PIA uniform).
- Liaise regarding transportation and escort to the CRC(L).
- Facilitate the immediate reunion of crew member with family or friends (where appropriate).
- Arrange transportation to local residences for crew who may wish to go straight home.

8.6 Crew Reception Centre (Landside) – CRC(L)

Function: To provide all uninjured (or non-hospitalised) E&A crew the opportunity for hotel accommodation (once they have been released from the airport) where their emotional and physical needs can be cared for until such time that they feel comfortable with returning to their personal accommodation. The CRC(L) will accommodate incoming family members of hospitalised crew and / or crew fatalities, and will offer humanitarian and material support accordingly.

The hotel designated as the CRC(L) should not be the same hotel as the FAC or the SRC(L) hotel. It should also **not** be the same hotel as used for *normal* crew layovers at that Station.

All PIA Stations are required to identify and provide for a CRC(L) at a hotel at which PIA would have made prior arrangements for the accommodation.

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Responsibilities:

- Receive uninjured crew and / or families of crew members.
- Provide humanitarian and material aid to crew relatives, non-hospitalised surviving crew and / or discharged hospital crew e.g. accommodation, catering, communication facilities (access to telephones and use of internet), replacement clothing and appropriate toiletries to supplement the previously given amenity kits.
- Monitor the welfare of crew and liaise with ERC, Flight operations & Flight Services Members.
- Safeguard the security and deter the intrusion of privacy by unwanted sources, e.g. Media in collaboration with Police and PIA Security.
- Liaise with Legal Member ERC regarding legal representation for crew if necessary.
- Facilitate additional medical attention for crew.
- Accumulate additional crew identification information.
- Transmit information to ERC.
- Facilitate the reunion of crew member with family or friends where appropriate.
- Accommodate families (of E&A crew) at the CRC(L) and meet all necessary travel, and arrange substance expenses.
- Organise and facilitate a CISD for all E&A crew at the CRC(L) with the participation of the Peer Support Group and a Mental Health Professional, at a time suitable to the circumstances, within 24-72 hours post incident.
- Arrange onward travel arrangements of E&A crew to KHI ASAP.

8.7 Relatives & Meeters Centre Airport - R&M

Function: To provide R&M with an initial place of refuge and support, following the announcement of an E&A. The R&M is a pre-determined facility and all PIA Stations are required to identify and arrange for R&M in their local emergency plan. This may not always be possible, however.

Location: At a separate location within the airport or at a very nearby location. It can be at the Departures Terminal.

Responsibilities: (in conjunction with other deployed staff)

- Capture important information about victims that the R&M believe are on board the aircraft, using Family forms (PIFs).

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- Provide for basic humanitarian and material needs of awaiting family members. e.g. Food, refreshments, telephones, blankets, information etc.
- Immediately reconcile R&M with their uninjured relatives and / or friends from the E&A flight - at a facility known as the Reunion Area Airport - RA(A) if available. For non-immediate reunions, the Reunion Area.
- Provide transportation and escort of R&M to the FAC, once set up and / or to the Reunion Area Off-Airport RA(O), which is usually located at the SRC(L) in order to be reunited with surviving victims landside.

Note: Not all R&M will take up PIA's offer of going to the FAC. They may prefer to remain at the airport (awaiting more news) or possibly, return to local residences.

8.8 Hospital(s) Representative

Function: To offer humanitarian and other support to hospitalised victims and any uninjured survivors and R&M at the hospitals. FAST staff will be ideally assigned to each hospital where injured victims / crew may be sent.

Location: Local Hospitals as designated by the local authorities responding at the accident site. Injured survivors may be sent to different hospitals depending upon the type of injury and which hospital can deal with that medical condition.

Responsibilities:

- Liaise with Hospital Head and Police authorities regarding admissions and discharges and obtain details as speedily as possible.
- Set up a PIA Centre (Hospital Liaison Office) for the collation of information on hospitalised survivors and maintain a daily log of activities, plus a master list of admissions and ward numbers as appropriate.
- Establish phone and fax links with ERC at Karachi.
- Guarantee payment on behalf of PIA, of all medical costs necessarily and directly associated with E&A victims' injuries and treatments.
- Accumulate information (face to face) necessary to complete the PRC from injured survivors where possible and with the permission from the hospital, for the purpose of arranging eventual reunion with loved ones, and for the provision of humanitarian and other support.
- Request the hospital to provide a simple status of "life threatening" or "non life threatening" injuries for all hospitalised victims.
- Transmit all gathered information (PRCs & PIFs) to the ERC Karachi.
- Complete PRC information of any uninjured survivors and PIF information for R&M that have accompanied (or met up with) the injured at the hospitals, and then forward to the ERC Karachi.

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- Advise hospitalised victims, as appropriate, of the status of relatives and friends that were flying with them.
- Provide timely SITREPs to ensure that the ERC has the latest relevant information regarding the hospitalised. Such SITREPs should be provided at least hourly, even if there is no new information.
- Provide a liaison link with external resources, such as SOS International.
- Maintain contact with the Medical Member ERC regarding status of hospitalised and authorization for medical repatriation as necessary.

8.9 Family Assistance Centre – FAC

Function: To provide R&M with support and communication following an accident, in a more comfortable environment (than the airport itself), where the FAST will provide them with the necessary humanitarian and other support provided by PIA, post E&A.

The FAC is a pre-determined facility and all PIA Stations are required to identify and arrange for a FAC in their local emergency plan if local circumstances permit. The ability to respond appropriately to the needs of family members, relief organisations, investigators and SAT members on-site is paramount.

Location: The FAC will be established in a location as near as practicable to the accident site in a facility (usually a hotel) large enough to accommodate the needs of the on-site R&M and FAST members. Activation and management of an FAC is usually an airline responsibility.

Responsibilities:

- Receive and handle all R&M at the FAC.
- Accommodate all R&M flying in to the E&A location (post E&A) at the FAC and look after their welfare.
- Conduct Family Briefings as required.
- Distribute accurate and verified information on the accident response and its progress.
- Accumulate family identification information (PIF) and process through to the ERC KHI.
- Maintain case records of contacts and services rendered to each family of an affected victim via the PRC.
- Facilitate reunion with uninjured survivors at the Reunion Area – Off Airport RA(O), (possibly located at the SRC(L)) or injured survivors at hospitals or in the mortuary / undertakers (for fatal E&A victims).

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- Remain operational for as long as is necessary (e.g. for E&As involving many deaths, irrecoverable mortal remains etc) until the order for stand-down is received from the CD.

8.10 Joint Family Support Operations Centre – JFSOC

Function: A facility, usually located within the FAC but not exclusively, from where *all* parties i.e. CAA, Police and Military etc. concerned with the humanitarian and other management of R&M post E&A, might jointly operate. Establishment of a JFSOC is an airline responsibility.

Location: Ideally, a JFSOC should:

- Be within (part of) or very close to the FAC
- Be in a permanent building having at least basic amenities
- Be large enough to accommodate up to 6 staff plus sufficient workstations / desk space.
- Be secure e.g. from Media or undue public / other harassment
- Be equipped with, ideally enough PCs (with internet capability) and telephones for 6 staff

The Station Head and Station Manager are jointly responsible under their E&A Plan for identifying and procuring suitable accommodation for use as a JFSOC during E&A. Such arrangements must be pre-planned and not left for action until an E&A actually occurs.

- On arrival of Field Team, the latter will assume responsibility for the long term administration and support of the JSFOC, with local PIA staff resuming normal duties, if possible.
- Have an inbound / outbound fax plus photo copy machine within JSFOC - or very close by.
- Have sufficient supplies of stationery, spare batteries, PC printer cartridges etc.
- Have toilets, refreshment sources, rest areas etc co-located or close by Station Head / Station Manager.
- Liaise with the Station Head / Station Manager regarding sufficient mobile phones (with plenty of spare and fully charged batteries) to ensure necessary communication.
- Delegate a PIA JFSOC representative to provide airline manpower representation and act as the “person in charge (PERSON IN CHARGE)” of the JFSOC if circumstances so require. Ideally, a senior Field government / local authority person will be assigned to this role but might vary according to country and circumstances.

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In USA (only) it is operated jointly by the Airline Family Assistance Rep. and the NTSB – JFSOC Director.

8.11 Reunion Area – Airport – RA(A)

Function: To reconcile uninjured E&A victims with on-site R&M at the airport where possible. FAST staff will be assigned to the RA(A) where uninjured victims may be sent.

Location: At the Airport as designated by the local airport authority.

All PIA Stations are required to identify and provide for a RA(A) at the airport with which PIA would have made prior arrangements, in their local emergency response plans of the airport, if local circumstances permit.

Responsibilities:

- Facilitate airport reunion of R&M with their uninjured relatives and / or friends from the E&A flight.

Reunion Area – Off Airport – RA(O)

Function: To reconcile uninjured E&A victims with R&M at the SRC(L) where possible. FAST staff will be assigned to the RA(O) where uninjured victims may be sent.

All PIA Stations are required to identify and provide for a RA(O) at a location in the vicinity of the airport with which PIA would have made prior arrangements, in their local emergency response plans of the airport. The SRC(L) often serves this dual purpose, but it will not always be possible to set up a FAST satisfactory RA(O).

Responsibilities:

- Facilitate off airport reunion of R&M with their uninjured relatives and / or friends from the E&A flight.
- Reunite R&M with injured survivors from the E&A flight at the hospital.
- Facilitate access of R&M to the mortuary / undertakers for fatal E&A victims.

8.12 Mortuary / Fatalities

Function: To offer a humanitarian and dignified service with reference to the identification of human remains. FAST staff will be assigned to each mortuary

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where fatalities may be sent and will act as points of liaison with the Authorities and PIA.

Location: The deceased will normally be relocated from the accident site to a temporary mortuary (possibly near the E&A site itself) for eventual removal to a permanent mortuary or undertakers. This is the responsibility of the local Health Authority and the local Police. In certain circumstances, no mortuary facilities (temporary or fixed) might be available.

Responsibilities:

- Ensure that sensitive notifications of E&A fatalities are communicated to the NOKs via the appropriate method and in compliance with local law and culture.
- Prevent information to the Media concerning E&A fatality (and other) victims until NOK / other relatives and family have first been advised of such information. Such decisions are strictly controlled by the ED.
- Liaise with the FAST member assigned to the family of the fatality regarding the repatriation of remains and / or funeral arrangements
- Liaise with authorities regarding the recovery of victims' personal possession and communication of the identification of such possessions to appropriate family members in conjunction with Authorities approval.
- Facilitate the distribution of Personal Effects (PE) information via the FAC Coordinator.

Note: Temporary mortuaries can be as basic as body bags (or not even body bags – just the corpses) laid out on the ground at, or near to, the accident site. More permanent mortuaries might be almost as basic. e.g. freezer containers, ice rinks, supermarket chiller shelves etc.

8.13 The FAST Callout Plan / General Guidelines on Deployment of FAST

An E&A is an event that can happen at any time without any warning. As such, the FAST must be familiarised with the procedure of activation and reporting as follows:

Callout:

The **Situation Room & PIA Contact Centre** are responsible for notifying the FAST of an accident. They will activate an IVR automated telephone call PIA emergency responder personnel in Karachi, in the event of an E&A.

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The IVR will try each FAST member's record (i.e. record of contact numbers) twice, fielding through the mobile, office and residence telephone numbers recorded in the database. A SMS will also be sent in parallel to IVR Message.

Once the FAST receives the IVR call, they listen to a recorded message briefly describing the E&A circumstances, followed by a request to acknowledge the call ("Press 1 to acknowledge receipt of this message") for E&A duty.

In the event that you miss the first IVR message, the IVR will automatically attempt a second call within the next 10 to 20 minutes or so after first contact attempt.

The FAST will report to the Family Assistance Centre, located at the PIA Training Centre. All reporting FAST members, Team Leaders and Coordinators will be addressed on the details of the E&A at a full Briefing, conducted at the Auditorium, before deployment to any location.

Specific assignments to E&A victims or family members of E&A victims will be based on the most appropriate language and cultural requirements of the person in need.

8.14 Travel Documents & Visas

It is essential that FAST members have their travel documents current and readily available to travel.

A clear photocopy of the identification page and visa page of each FAST member's passport should be lodged in the FAST volunteers' records file at the ERP Department. The photocopy of the passport is required to make advance arrangements for visas and identification, should there be a requirement to respond to an emergency in a country where visas are required for entry. In addition, HR will hold scanned copies of staff passports and upon receipt of a list of deployed FAST members on the Field Team they will liaise with Visa Services to facilitate the granting of the necessary entry visas.

Keep 12 passport size photographs of yourself readily available – and remember to take them with you if deploying with the Field Team.

8.15 Vaccinations

As part of your possible requirement to deploy with the Field Team for an overseas E&A it is necessary to maintain regular vaccinations. These are:

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Tetanus
Polio
Hepatitis A and B
Typhoid
Meningitis
Yellow Fever

Medical Department will administer the appropriate vaccinations.

FAST members are responsible for keeping their managers informed of their status on the PIA SAT Centres and this role should not conflict with an E&A ISU role, which takes priority and is designated by the department. Staff members that have been activated to participate in the handling of an E&A will be released from their regular duties while they are part of the emergency response.

It is understood that certain events in a person’s life (the death of someone close to the FAST member, a birth in the family, divorce, etc.) may affect an individual’s ability to participate in the team. Should a FAST member wish to temporarily withdraw from participation, or withdraw completely, the FAST member is responsible for notifying the SAT Director or his / her Team Leader.

Family Assistance E&A Contact Telephone Numbers					
S.#	Name	Staff #	Mobile	Office	Home
1.	Jawed Mansha	52704	0301-8200296	4674394	4589375
2.	Aamir Memon	46280	0300-8266675	4674376	5841778

A hard copy list of the FAST (Coordinators, Team Leaders & Team members) is printed and maintained at the ERP Department on a monthly basis.

8.16 Karachi Station Check-in Location (for FIELD Team)

Should the accident take place outside of KHI, the FAST will be transported as part of the humanitarian Field Team to the airport nearest to the accident site on the GO aircraft, which will be activated as quickly as possible (within 3 hours of E&A notification). As the GO aircraft, which will carry the full Field Team to the site, will only be held until critical personnel are on board, it is essential that FAST members come prepared to depart to the airport assembly area as soon as possible after a Briefing at the Auditorium, PIA Training Centre. They should report to the PIA check-in area at Departures, Jinnah International Airport, Karachi, where boarding cards, Customs, Immigration and any other formalities will be carried out.

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All Field Team personnel are reminded that on deployment, their personal baggage should be of a ***size and weight that will permit storage in cabin overhead bins*** (i.e. hand baggage only).

Reminder:

- Travel Documents
- ID documents
- Driving license
- Vaccination certificates
- Personal medication (with supporting medical documentation if using syringes & “restricted” drugs)
- Personal clothing, toiletries, contact lenses & solutions, spectacles, other “personal health” items etc for seven to ten days
- Cash, Credit cards, etc.
- Mobile Phone (with charger, international electric socket adapter, spare battery, international roaming chip)
- Ensure that a relative, friend or neighbour is aware of where you are going and for approximately how long.
- Passport size photographs (12)

8.17 Communication to / from ERC at Karachi

During the crisis, the FAST must provide timely and accurate information, on Family Assistance of the emergency situation / response to ERC & SAT CENTRE at Karachi, while concurrently maintaining a record of events (i.e. a log).

The SAT member of Field Team will telephone / Email ERC to confirm that the FAST is active. At the same time, the Station Manager will pass to the ERC full details of FAST staff deployed or planned to deploy with FIELD Team.

Each SAT Coordinator at designated locations should send regular situation reports (SITREPs) to the SAT CENTRE, every 60 minutes or as appropriate.

SITUATION ROOM

- +9221-4674972
- +9221-4673961
- +9221-9242339

www.piac.com.pk

ERC

- +9221-4673817
- +9221-4674890
- +9221-9242273

www.piac.com.pk

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8.18 Visit of PIA-Official’s to Survivor/injured Pax/Crew & Family

In case of accident Survived/injured Pax/Crew & Family is to be visited by PIA Senior Executives, (Chairman, DMD, SVP’s and concerned District Managers etc.

8.19 Burial Arrangements, Deceased Pax/Crew.

As if desired by the Pax / Crew Family, burial arrangements are to be made by PIA locally and internationally, in case of later through Funeral companies. International Stations may keep the contact nos. of such companies or may take help of our International Partner M/S. Blake Emergency Services or Local Red cross, Hospitals etc.

Attendance of PIA official’s at Burial, offering of condolence & placing of Wreath on Behalf of Chairman/CEO PIA.

8.20 Tickets of Family Members of Victim Passengers & Crew

04 tickets in EYCL class may be authorized to each family (consisting of mother, father, wife, husband, children, brothers, sisters) for travel to accidents site, hospitals, burial, condolence on all routes. In special case ED may raise the number of tickets by 50%.

8.21 Financial Assistance

In case of crew financial assistance is to be provided as of Industrial relation procedure and in case of Pax financial assistance is to be offered in line with ERC.

8.22 Condolence Letters

Issuance of Condolence Letters by Chairman & CEO to Deceased Pax / Crew Families (Specimen at Appendix “A” to Chapter 3).

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8.23.1 Human Resource Member SAT Team

Responsible for overall FAST management to ensure prompt and accurate communication to victims & crew survivors and / or family members, and to facilitate the provision of support for physical and emotional needs.

No.	Task Description	Time
1.	Report to SAT CENTRE for E&A Briefing and maintain liaison with the H/R member at ERC.	
2.	Always keep a scribe at hand to record events in a proper time order in a daily log.	
3.	Monitor (and control when required) all on site E&A functions related to personnel, employee assistance, administration etc as they relate to humanitarian issues only.	
4.	Ensure communications are maintained with the Emergency Director Tel: 4674216	
5.	Provide family members with timely situation briefings (in conjunction with the Family Assistance) and attend all family briefings as the PIA humanitarian representative.	
6.	Unless Governed by law / local custom, liaise with local authorities to not release the victims name list unless the Next-of-Kin have been notified first.	
7.	Attempt to make contact with the governmental Affairs Office of the country / state of the accident occurrence. Advise them of your position and telephone numbers and assist them as needed.	
8.	<p>Determine with legal, financial and insurance experts, and relevant local staff / experts, the level of “immediate economic needs” payments and when / how to activate payment. Coordinate this with ED. Communicate to FAST Coordinators.</p> <p>NB. The amount of a payment will be proportional to the economic hardship being suffered as a result of the death, wounding or bodily injury. Save that, in the case of death, payment has to be made within 15 days from the identification of the person entitled to compensation and sometimes, identifying the person entitled to compensation can be rather difficult.</p>	
9.	Liaise with the Hospital FAST Coordinator working with the local Police at the designated hospitals to facilitate clearance after treatment.	
10.	Oversee PIA aspects of management and running of (or set up,	

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	run and maintain) the Joint Family Support Operations Centre, ideally as part of the FAC, circumstances permitting.	
11.	Participate in daily coordination meetings with the FAST Coordinators, FA Specialists to review daily activities, resolve problem areas and to synchronise future family support operations and activities. Participate in daily FIELD Team debriefing sessions.	
12.	Liaise with ERC regarding requests to visit the accident site, within the limitations established by the country's accident investigation board.	
13.	Coordinate with SAT Director, regarding the timings of family briefings and special issues that may arise.	
14.	Request details of local religious and counselling services to support grief counselling requirements.	
15.	Approve expenses of FAST tasks and employ an accounting system to accurately record cost data in specific cost categories.	
16.	Oversee local arrangements for E&A victims' Next-of-Kin, families and friends, in conjunction with the FAST.	
17.	Organise emotional debriefing of support staff and FAST in collaboration with the Mental Health Team provided by the medical member.	
18.	Monitor (and control when required) the recovery and disposition of victims', Company and other property coordinators.	
19.	Maintain resources (physical & human) at SCR(L), CRC(L) and FAC for as long as required by ERC.	
20.	Liaise with ERC regarding an on-site suitable inter-faith memorial service.	
21.	Monitor the efficient handling of the deceased.	
22.	Request a CRITICAL INCIDENT STRESS DEBRIEFING hotline dedicated number to be available for crew to contact for support after E&A.	
23.	Arrange a memorial service for any future burial of unidentified remains in consultation with organizations like Kenyon.	

8.23.2 Family Assistance Specialist

Reports to: Leader FIELD Team / Human Resource member.

Location: On site FAC Responsible for the overall FAST expert consultation for all responding Family Assistance efforts, to ensure prompt and accurate communications to survivors and / or family members, and to facilitate the provision of support for physical and emotional needs.

No.	Task Description	Time
1.	Report to the SAT CENTRE at PTC Auditorium location once notified by the automatic IVR for an E&A situational briefing.	
2.	Be capable of meeting first FIELD Aircraft take-off deadline as required.	
3.	Act as overall expert consultant regarding all Family Assistance procedures.	
4.	Maintain communication with the Human Resource Member regarding any specific matters of concern and issues, which may require the intervention of the ERC.	
5.	Feed up-to-date information regarding the activities of the FAST to the ERC.	
6.	Act as liaison of the FAST and the ERC, in the provision of resources or the solution of any obstacles, which prevent the effective and efficient operation of the FAST.	

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8.23.3 FAST Hospital Coordinator

Responsible for Coordination and liaison of all FAST efforts at the hospital.

	Task Description.	Time
1.	Report to the SAT CENTRE at PTC Auditorium, once notified by the automatic IVR before deployment to the Hospital.	
2.	Obtain copy of current Press Statement as authorised by the ED.	
3.	Set up PIA Hospital Liaison Office for the collation of information on hospitalised survivors.	
4.	Liaise with Hospital Head and Police authorities regarding details of admissions, E&A victims’ status reports i.e. life threatening or non life threatening injuries, discharges and subsequent fatalities.	
5.	Establish phone and fax links with ERC and get briefed on numbers admitted and any other information available by email erm@piac.com.pk	
6.	Provide timely status reports to ERC. Ensure that the ERC has the latest relevant information regarding the hospitalised. Such reports should be provided at least hourly, even if there is no new information.	
7.	Maintain a master list of admissions and ward numbers.	
8.	Receive FAST members assigned to the hospital. Delegate FAST members to hospitalised survivors to be interviewed and advise them to return forms to you to transmit to ECC.	
9.	Return completed forms to the ECC as soon as possible. Fax if possible, otherwise advise ECC of information available and that forms are ready for collection and a driver will be sent to collect.	
10.	Liaise with local Police working at the designated hospitals to facilitate clearance of victims/ crew after treatment.	
11.	Liaise with the SAT CENTRE Tel: +9221-4674376 Fax: +9221-9242232 for additional staff if required. The SAT CENTRE will assign individual FAST members to each hospitalised survivor once specific information has been received.	
12.	Obtain any details from the Medical Records Officer with respect to any hospitalised survivors who may have subsequently died. Clearly annotate the Victim Record Card with any such information.	

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13.	Ensure that those casualties who have been treated and discharged from hospital care are escorted to the Survivors Reception Centre to await reunion with friends and relatives (where possible) or for accommodation prior to onward travel.	
14.	Provide a liaison link with external resources, such as SOS International, an organization specialising in medical repatriation, medical personnel and physical resources, who are retained by PIA for E&A purposes.	

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8.23.4 SAT Member Field Team

Responsible for overall management and supervision of the FAST members assigning a specific Team, on-site and off-site, The Team Leader will ensure that the FAST members meet E&A victims and family member's needs in a manner that displays dignity and offers respect for individual preferences.

No.	Task Description	Time
1.	Report to the SAT CENTRE at PTC Auditorium, once notified by the automatic IVR.	
2.	Manage a team of 10 FAST members and provide proactive support to each individual team member in his / her role of support to E&A victims and / or their families.	
3.	Familiarise self with assignments given to Team Members. Draw up a manual list of 'team' as per your location i.e. Hospital, SRC, CRC, FAC in DXB or overseas TBA.	
4.	Ensure the assigned FAST members have all the updated E&A information and necessities as expeditiously as possible to accommodate victims' / family members' needs.	
5.	Delegate the setting up of the support rooms (such as team staff room; Reiki / relaxation room, team leader meeting room) and utilization of administrative staff.	
6.	Conduct daily logistical debriefs with assigned team.	
7.	Maintain regular contact with the SAT Director for assigned areas and provide periodical updates.	
8.	Action the assignment of alternative team members in collaboration with the Family Assistance Centre (where numbers permit and in the case of demanding family groups).	
9.	Maintain and update the daily status of each FAST member's assignment to family members, stabilised survivors and injured in hospital, Family Assistance Coordination Centre for data entry.	
10.	Maintain up to date records of team members' personal telephone contacts in relay to Family Assistance Coordination Centre for data entry.	
11.	Have daily (or as often as possible) debriefs with other team members to share views / challenges as part of our own appreciation / development.	
12.	Liaise with the SAT Director regarding the level of "immediate economic needs" payments and when/how to activate payment. Coordinate and communicate this information to FAST members.	
13.	Liaise with the Finance Member located at your location and	

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	pass on their instructions on access to funds and management of the financial process to your Team.	
14.	Monitor the on site <u>personal expenditures</u> of team members and ensure rapid reimbursement in liaison with the Financial Member of Field Team.	
15.	Encourage all FAST members to attend the emotional debriefings within the first 48 hours and as needed during the duration of E&A activities.	

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8.23.5 FAST Members

Location: On Site FAC, SRCs, CRCs, RA(A), Hospitals, Mortuary.

Responsible for accurate communications to family members and to facilitate the provision of support for E&A victims and family members’ physical and emotional needs.

No.	Action	Time
1.	On receipt of the IVR notification of an E&A report immediately, with necessary hand-luggage including passport and other documentations, to the PTC AUDITORIUM.	
2.	Be prepared for deployment to the appropriate Reception Centres, such as CRC (A) & (L), SRC(A) & (L), MGRC, FAC. Hospitals or Mortuaries (volunteers for this area only will be requested).	
3.	In the event of an accident and once assigned to deploy to the location of PIA Jinnah Terminal check in area, where you will be checked in for the FIELD-Team aircraft and processed “airside” as rapidly as possible by security services. NB. Hand luggage only!	
4.	Proceed to your assigned area taking necessary equipment (e.g. communications equipment with spare batteries) and paperwork (E&A contact lists, checklists, passes / permits. PRCs, Accident Logs, Disbursement (cash issue) logs etc).	
5.	Set up and man a “reception point” for arriving R&M or E&A victims.	
6.	Be a link person in the communication chain – NOT a therapist or counselor.	
7.	Act as liaison between survivors / family members and PIA.	
8.	Facilitate family members to act, make it easier for them to take required actions – not necessarily do the action for the family.	
9.	Enable survivors / NOK to have as much control and choices on actions as possible.	
10.	Identify any immediate needs the E&A victim or R&M may have e.g. accommodation, child care, clothing, toiletries, transportation, communication with loved ones, monetary, medical, religious and other needs as necessary.	
11.	Encourage and arrange for surviving crew / victims to have medical examination and treatment.	
12.	Gather as much information as possible from the E&A victim	

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	(PRC) or R&M (PIF) and forward completed information to the Team Leader for further forwarding to ERC CENTRE.	
13.	Facilitate reunion of E&A victims with R&M as appropriate at the RA(A) or RA(O)	
14.	Replace damaged or lost clothing or belongings of survivors and help survivors identify personal possessions.	
15.	Respond to any questions or anxieties the victim may have regarding their checked in or cabin baggage and accumulate as many details as possible about the description and contents, whilst providing information that release of such baggage is authorised only by the Police, who have secured the area.	
16.	Notify on site NOK / R&M of victim status and keep them informed of information developments if country / cultural rules allow.	
17.	Assist Police (other authorities as relevant) in notifying deaths of E&A flight passengers to family members, who are relevant NOK of the deceased person(s). (Note: In some countries (rarely), culture and the legal system require the airline to advise family members / NOK of death. If this is the case, proceed as directed by ERC.)	
18.	Coordinate travel arrangements for E&A victims and family members via the E&A Travel Centre / ERC if this has not been pre-arranged or communicated to you from the ECC.	
19.	Facilitate family members to obtain legal documents, medical and dental records, and DNA samples which may be necessary to identify any victims who are deceased.	
20.	Enable NOK to make funeral arrangements.	
21.	Liaise with Emergency Services (or appropriate agency) regarding the repatriation of human remains (shipping the deceased to originating country).	
22.	Consult with family members about any airline-sponsored monument to commemorate the deceased.	
23.	Participate in daily Team Leader meetings as informed by your designated FAST Team Leader and other FAST emotional and logistical debriefs.	

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8.23.6 Joint Family Support Operations Centre (JFSOC)

No.	Action	Time
1.	Set up room in horse shoe shape for participants.	
2.	Communicate to PIA International Affairs Office / ERC in Karachi to alert them to Family Briefings so they can coordinate communications to VIPs in Karachi.	
3.	Coordinate with Government Affairs to determine their need to be included in JFSOC meetings or to be included via conference bridge in Family Member Briefings.	
4.	Liaise with representatives from the relevant response organizations (External Affairs, Airline, local authorities, Accident Investigation Authority, etc.) at daily meetings to co-ordinate all activities involving families.	
5.	Assume responsibility for the long term administration and support of the JSFOC, with local PIA staff resuming normal duties, if possible.	
6.	Ensure adequate resources of the following: 2 fax machines for inbound / outbound, laptop and dial up internet access, photocopier machine, sufficient supplies of stationery, spare batteries, PC printer cartridges, refreshments, whiteboard, paper shredder.	
7.	Liaise with the Station Head / Station Manager regarding sufficient mobile phones (with plenty of spare and fully charged batteries) to ensure necessary communication.	
8.	Provide airline manpower representation and act as the “person in charge (PERSON IN CHARGE)” of the JFSOC if circumstances so require. Ideally, a senior Government / local authority person will be assigned to this role but might vary according to country and circumstances.	
9.	Serve as the central focal point for coordination of assistance and sharing of information amongst participating organizations.	
10.	Monitor ongoing family support activities and track mission activities of each organization, such as the status of the resources available, whether it has been assigned or is out of service.	
11.	Maintain current list of locations and key telephone numbers of involved organizations and personnel.	
12.	Maintain a daily journal of organisational activities and responses.	
13.	Maintain a record of coverage of family affairs activities by the media.	

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8.23.7 Family Assistance Centre Hotel Staff

Responsible for: the set up of all required areas and provision of all hotel services and necessary manpower to adequately respond to the accommodation needs of E&A victims. Direct Liaison with the FAST Coordinator to ensure a smooth operation.

No.	Action	Time
1.	Receive telephone notification of the accident from the PIA Station Head / Station Manager and activate set up and manning of the FAC facilities.	
2.	<p>Designate the set up of the following rooms with first priority given to those noted in red:</p> <ul style="list-style-type: none">• Family Briefing Room: 1 large banquet room for daily briefings and gatherings. Should (preferably seat 600 people), be theatre style seating with podium located away from the door and with a public address system. Priority• Family Meeting Rooms: Hospitality suite outside of Family Briefing Room. Priority• PIA Family Assistance Operations Room: 2 large adjacent conference rooms. Priority• Support & Coordination Meeting Room / JFSOC: An operational room where representatives from the relevant response organizations (Civil Aviation Authority, Airline, Local Authorities, Internal Affairs, International Red Cross / Crescent, Embassies etc.) will meet daily to co-ordinate all activities involving families. <p>N.B. The Support & Coordination Meeting Room is recommended as a large conference room, with room for approximately 10 desks (can be on same floor as ante / post mortem interview rooms), with the ability to add multiple phone / fax lines, substantial clear wall space.</p> <ul style="list-style-type: none">• Family Member Checkin: 1 area close by Reception to check families in to the FAC, and give them information.• Team Leader Meeting Room: 1 standard conference room for FAST management.• Medical / Red Cross / Crescent Room: Conference room for International Red Cross / Crescent & Medical Team.• FAST Member Staff Room: 1 conference room where FAST members can FIELD to relax (TV, drinks, snacks, phones, computers).	

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	<ul style="list-style-type: none"> • Family Information Rooms: Conference rooms & 2 offices for ante / post mortem interviews / DNA collection / notifications / mental health (on a separate floor if possible and can be regular hotel rooms). • Child Care Room: 1 standard conference room (away from Family Briefing Room). • Prayer Rooms: 2 standard conference rooms. 	
3	Arrange for portable signage to direct people to appropriate locations, such as: Family Briefing Room and other rooms as noted at point 2.	
4	Provide dedicated hotel employees to be the liaison between PIA and the hotel to coordinate all functions, with a 24 hour staffing capability. The Hotel Coordinator will liaise with the FAST Coordinator and the FAC Facility Coordinator based at the FAC on a 24 hour basis.	
5	Provide the maximum number of guest rooms (some adjoining rooms) including smoking and non-smoking rooms and wheelchair accessible rooms for those with special needs. The number of hotel rooms needed will depend upon the size of the incident and the anticipated arrival number of family members.	
6	Roster appropriate levels of multilingual staff to meet the service needs of residents.	
7	Provide the following hotel services: restaurant serving at least breakfast and dinner; room service; 24 hour banqueting capability; Laundry / dry clean / shoe shine facilities; Airport shuttle; On-site car rental; Ample on-site car parking.	
8	Have general tourist information material (such as information on shopping, cinemas, hotel health club facilities, pharmacy, guided tours, sightseeing, Golf, ATM Machines and Banks) available for distribution at the Concierge Desk and outside of the Family Briefing Room.	
9	Facilitate the availability of babysitters and charge accordingly by the hour to the room charge.	
10	Offer Business Centre facilities with phone, fax, copier, internet connection, e-mail (or in room also).	
11	Facilitate access to an Internet, with use of PCs, for family members to use (or in room also).	
12	Participate in local drills upon the request of PIA.	

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8.23.8 Crew Reception Centre (L) Hotel Staff		
No.	Task Description	Time
1.	Receive telephone notification of the accident from the Station Head / Station Manager and activate set up and manning of the FAC facilities.	
2.	Designate the set up of the following rooms with first priority: <ul style="list-style-type: none"> • Crew Briefing Room: 1 large conference room for daily briefings and gatherings. Should comfortably seat 25 people. Priority • Family Assistance Operations Room: 1 large adjacent conference rooms. Priority • Crew Checkin Area: 1 private area close by Crew Briefing Room to check crew survivors in to the SRC(L) and give them information. • Medical Room: 1 hotel bedroom on ground floor. • FAST member Staff room: 1 conference room where FAST members can FIELD to relax (TV, drinks, snacks, phones, computers). 	
3.	Provide dedicated hotel employees to be the liaison between PIA and the hotel to coordinate all functions, with a 24 hour staffing capability. The Hotel Coordinator will liaise with the FAST Coordinator.	
4.	Provide a number of guest rooms (some adjoining rooms) including smoking and non-smoking rooms on the same floor where possible. The number of hotel rooms will depend upon the anticipated arrival number of E&A surviving crew and / or crew families.	
5.	Provide the following hotel services: restaurant serving at least breakfast and dinner; room service; 24 hour banqueting capability; Laundry / dry clean / shoe shine facilities; Airport shuttle; On-site car rental.	
6.	Have general tourist information material (such as information on shopping, cinemas, hotel health club facilities, pharmacy, guided tours, sight seeing, golf, ATM Machines and Banks) available for distribution at the Concierge Desk.	
7.	Offer Business Centre facilities with phone, fax, copier, internet connection, e-mail (or in room also).	
8.	Participate in local drills upon the request of PIA.	

8.24 FORMS

Form No: ERP-20

(Family Assistance Field Kit – Inventory

Supply Inventory BOX # 1

Petty Expenses Forms	1 pack
Tape dispensers	4
Staplers	8
Highlighters	4 boxes (assorted)
Assorted pens (red / black)	4 boxes
Pencils	8 boxes
Post it Pads-square	16
Wall stick pins	3 boxes
Shorthand notebooks	1 box
Paper clips (large)	8 boxes
Large envelopes (A4)	1 box
Scotch Magic Tape	8
Hole puncher	4
Tissues	8

To be supplied / procured at site
Liaise with Admin. Manager at Station
FAC requirements
 Telephones
 Internet
 TV
 PCs / Printers
 Photocopier that can collate
 Fax machines
 Whiteboards
 Paper shredder
 Laptops
 Toys / games / books for children

Office Supply BOX # 2

Date received stamp	4
PRCs	500
PIFs	500
FAST contact cards	500
Laminated checklists for all positions	
Laminated sign boards (temporary)	
ERM	1
Contacts Directory	
Hospital SITREPS P1	500
Hospital SITREPS P2	500
MEDIFs	
Battery operated Megaphones	5
Self carbonating notebooks (for factual FAST case recording)	



Form No: ERP-22

Staff Deployment Sheet to SRC(L)

Date _____

[illegible]



Form No: ERP-23

Staff Deployment Sheet to CRC(A)

Date _____

[illegible]



Form No: ERP-24

Staff Deployment Sheet to CRC(L)

Date _____

[illegible]

Form No: ERP-25

Staff Deployment Sheet to R&M (A)

Date

	Name of FAST member	Staff #	Time

Staff Deployment Sheet to R&M (L)

Date

	Name of FAST member	Staff #	Time

Staff Deployment Sheet to RA (L)

Date

	Name of FAST member	Staff #	Time



Form No: ERP-31

FAX TRANSMISSION
HOSPITAL / Situation Report [PART 1]

TO: Emergency Response Centre

FROM: (name)

(title) Hospital FAST Coordinator

HOSPITAL:

DATE / TIME:

REPORT NO:
(Please fax on an hourly basis)

TOTAL NO. OF CASUALTIES		NO. IDENTIFIED		NO. STILL TO BE IDENTIFIED	
-------------------------	--	----------------	--	----------------------------	--

Update on current situation:
(Please advise on specific numbers of life threatening and non life threatening injuries where possible)

Completed by: Date / Time:

Fax transmission Emergency Response Centre
+9221-9242258 or e-mail : erm@piac.com.pk



Form No: ERP-32

FAX TRANSMISSION
HOSPITAL / Situation Report [PART 2]

TO: SAT CENTRE

FROM: (name)

(title) Hospital FAST Coordinator

HOSPITAL:

DATE / TIME:

REPORT NO:
(Please fax on an hourly basis)

TOTAL NO. OF CASUALTIES		NO. IDENTIFIED		NO. STILL TO BE IDENTIFIED	
-------------------------	--	----------------	--	----------------------------	--

Update on current situation:
(Please advise on specific numbers of life threatening and non life threatening injuries where possible)

Completed by: Date / Time:

Fax transmission Emergency Response Centre
+9221-9242258 or e-mail : erm@piac.com.pk

Form No: ERP-34

FAST List for members on Field Team

No.	Name	Staff ID #	Nationality as per passport	Passport #	Date & Place of Issue	Expiry Date

(Form to be copied and completed)

Form No: ERP-35

Daily Incident Log
Date:

Time	Issue	Action	Responsibility

RELIEF ANNOUNCEMENT
Survivors Reception Centre - Landside SRC(L)

This Centre has been set up by PIA to support you over the next few hours / days.

PIA has arranged for you to have the use of all facilities within the hotel, such as the 24 hour coffee shop, Internet Café, Photocopier & fax facilities from Reception. PIA will settle for all the costs associated with cost of accommodation, food and refreshments, and communicating with your relatives i.e. telephone, faxes, internet charges etc., medical and replacement clothing, particularly if we have been unable to reunite you with your luggage.

PIA staff and the FAST Team will assist you at this Centre. They will be responsible for your welfare and for making other suitable arrangements to look after you whilst you are here, as best as they can in the circumstances. We have also set up a medical room where first aid will be available.

If you did not complete a form known as a "passenger record card" before leaving the airport, please advise one of the FAST members of this now and they will complete the form with you. Correct completion of this form will assist other PIA staff greatly in notifying your relatives and friends of your circumstances.

Arrangements are being made to try to notify your relatives and friends of your circumstances as quickly as possible.

If you have already contacted your relatives or friends to advise them of your circumstances, for example by using mobile or public / other phones, please advise staff of this immediately.

Whilst you are staying at this Centre, PIA will continue to provide both humanitarian and other support to you, within all reasonable limits. You will be paid an allowance_____ (as per ERC Decision) per person, per day, to assist you with any immediate financial matters. This allowance is additional to the other support already outlined above.

If necessary, PIA staff practically will try to arrange for you to be re-united with any relatives and / or friends as soon as it is practically possible. This will include relatives and friends who were on the flight with you and from whom you have become separated and will also include those that were waiting to meet you on arrival, or who might choose to travel to (insert location here) to be with you now.

Once you leave this Centre, PIA staff will try, to the best of their ability, to assist you further, if possible and practical, and depending on circumstances and your wishes. For example, you might be offered the opportunities to be conveyed to your home address if it is in country; or carry on with your journey if applicable.



Your interests are paramount to us at this time. Please do not hesitate to ask for clarification of any of the above if necessary.

Once you leave PIA care, please be sure to advise an airline representative of where you are FIELDing and how you might be contacted (address and telephone numbers).

FAMILY ASSISTANCE CENTRE

This Centre has been set up by PIA to support you over the next few hours / days.

The Centre comprises full hotel facilities, public toilets, public phones, provision of 24 hour catering. All expenses for accommodation, food and beverages, and telephone calls will be settled by PIA.

PIA staff and other personnel FAST members will assist you at this Centre. They will be responsible for your welfare and for making other suitable arrangements to look after you whilst you are here, as best as they can in the circumstances.

If you did not complete a form known as a "passenger information form" (PIF) (or equivalent) before leaving the airport, please advise one of the FAST members of this now and they will complete the form with you. Correct completion of this form will assist Centre staff greatly in reuniting you with your relatives and friends from Flight xxxx.

Arrangements are being made to try to identify and locate your relatives and friends from Flight xxxx. Once this has been done, PIA will do all possible to reunite you with your relatives and friends, without delay.

If you have already contacted your relatives or friends, for example by using mobile or public / other phones, please advise FAST staff of this immediately.

Whilst you are staying at this Centre, PIA will continue to provide support to you, within all reasonable limits. Depending on circumstances, (e.g. family / party size, numbers and ages of children, length of stay etc.) you will be paid an allowance of insert details here in accordance with instructions issued by ERC / STATION FINANCE per person, per day, to assist with any immediate financial matters. This allowance is additional to the other support already outlined above.

Once you leave this Centre, PIA staff will try, to the best of their ability, to assist you further. For example, you might choose to take the opportunity to be conveyed to your home address if it is in country; or carry on with your journey / return to your country of departure etc.

Your interests are paramount to us. Please do not hesitate to ask for clarification of any of the above if necessary.

Before leaving the care of the airline, please ensure that you advise a PIA representative of where you are going and how you might be contacted (address and phone numbers).

Form No: ERP-37

Joint Family Support Operations Centre (JFSOC) Daily Status Report Information

1. Number families notified/ number pending notification	<i>Whose Responsibility</i> PIA
2. Number families on site/ number of families at home	PIA
3. Number of total family members at the hotel	PIA
4. Number of families expected to arrive within next 24 hours	PIA
5. Number of families expected to depart within the next 24 hours	PIA
6. Number of families at home that have been contacted by PIA within the last 24 hours	PIA
7. Status of injured personnel and location of family members	PIA
8. Number of families at the site that have requested Mental health assistance within the last 24 hours.	Red Cross/ Crescent/ Mental Health Provider
9. Number of families at home that have requested assistance and have been contacted by such A service within the last 24 hours.	Red Cross/Crescent / Mental Health Provider
10. Number of workers that have received EAC/ Red Cross assistance in the last 24 hours	Red Cross/ Crescent Mental Health Provider
11. Number of injured emergency personnel that have received Red Cross/ Mental Health assistance.	Red Cross/ Crescent Mental Health Provider
12. Status of dental records & x-rays	ME
13. Status of ante mortem and disposition of remains interviews	ME
14. Status of identification efforts	ME
15. Status of families notified of positive examination	ME
16. Status of release of remains	ME
17. Update on assistance provided to foreign families	Dept. of Foreign Affairs
18. Update on assistance provided to victims and families	PIA
19. Number of Government & local support personnel on site and their locations.	ALL
20. Remark on daily activities	ALL
21. Remark on next 24 hours activities	ALL

Form No: ERP-38

Joint Family Support Operations Centre (JFSOC) Daily Status Report
Information (specific to USA)

	<i>Whose Responsibility</i>
1. Number families notified/ number pending notification	PIA
2. Number families on site/ number of families at home	PIA
3. Number of total family members at the hotel	PIA
4. Number of families expected to arrive within next 24 hours	PIA
5. Number of families expected to depart within the next 24 hours	PIA
6. Number of families at home that have been contacted by PIA within the last 24 hours	PIA
7. Status of injured personnel and location of family members	PIA
8. Number of families at the site that have requested ARC assistance within the last 24 hours.	ARC
9. Number of families at home that have requested ARC assistance and have been contacted by their ARC representative within the last 24 hours.	ARC
10. Number of workers that have received ARC assistance in the last 24 hours	ARC
11. Number of injured emergency personnel that have received ARC assistance.	ARC
12. Status of dental records & x-rays	ME
13. Status of ante mortem and disposition of remains interviews	ME
14. Status of identification efforts	ME
15. Status of families notified of positive examination	ME
16. Status of release of remains	ME
17. Update on assistance provided to foreign families	DOS
18. Update on assistance provided to victims and families	DOJ
19. Number of Government & local support personnel on site and their locations.	ALL
20. Remark on daily activities	ALL
21. Remark on next 24 hours activities	ALL

Form No: ERP-39

Victim Identification Process - Letter for Release –General

(Location) – (Name), the local coroner is leading the effort to identify the victims of (ACCIDENT). As the coroner, (Name) is legally responsible and retains jurisdiction on victim identification and cause of death determination.

Field Team Medical Member in co-ordination with ERC will co-ordinate the activities of victim Identification process and if needed will acquire the services of organization like Blake Emergency Services for forensic pathologists, medical examiners, deontologists, anthropologists, funeral directors, finger print experts, and other skilled technicians. Those who have experience with other aviation accidents, as well as experience involving natural accident.

The identification process is very deliberate and time consuming. Consequently, family members and the media are cautioned not to expect immediate identifications to be made. In some cases, unfortunately not all victims may be identified. To minimise this possibility, PIA has called on this team of experts.

The identification process utilises a number of media to make a positive identification. The process may start with documents found on the victim, as well as descriptions of clothing, jewellery, and other characteristics described by family members. Family members may have been requested to provide dental records and x-rays that will assist with the forensic deontologists with their work. The fingerprint experts of the local Police department will also make fingerprint comparisons. Forensic pathologists and anthropologists can also assist by providing information on general age, sex, size, colour of hair and eyes, and race of victim. Based upon past medical information collected from family members, they may be able to determine a victim by a previous broken arm that was reported by the family and the comparison of an x-ray taken by the medical examiner. Collectively, all these procedures' findings must support one another prior to a positive identification being determined by the medical examiner.

Once (Name) makes a positive identification, the coroner's office will personally notify the victim's family. The Special Assistance Team, health care and other support professionals will be available to assist family members through this experience.

Victim Identification Process - Letter for Release – USA specific

(Location) – (Name), the local medical examiner is leading the effort to identify the victims of (ACCIDENT). As the medical examiner, (Name) is legally responsible and retains jurisdiction on victim identification and cause of death determination.

The Aviation Disaster Family Assistance Act of 1996 designates the National Transportation Safety Board (NTSB) to co-ordinate Federal assistance in response to aviation accidents, such as the (ACCIDENT). The NTSB, at the request of (Name), has provided the medical examiner's office the services of the Disaster Mortuary Operational Response Team (DMORT). The team consists of forensic pathologists, medical examiners, deontologists, anthropologists, funeral directors, finger print experts, and other skilled technicians. Many have experience with other aviation disasters, as well as experience involving natural disasters. The NTSB also requested the delivery of an emergency mobile mortuary, which is maintained in Maryland. It contains a complete morgue with the necessary pre-packaged equipment and supplies to expand the operational capacity of the medical examiner's office.

The identification process is very deliberate and time consuming. Consequently, family members and the media are cautioned not to expect immediate identifications to be made. In some cases, unfortunately not all victims may be identified. To minimise this possibility, the NTSB has called on this team of experts.

The identification process utilises a number of media to make a positive identification. The process may start with documents found on the victim, as well as descriptions of clothing, jewellery, and other characteristics described by family members. Family members may have been requested to provide dental records and x-rays that will assist with the forensic deontologists with their work. The fingerprint experts of the FBI Disaster Squad will also make fingerprint comparisons. Forensic pathologists and anthropologists can also assist by providing information on general age, sex, size, colour of hair and eyes, and race of victim. Based upon past medical information collected from family members, they may be able to determine a victim by a previous broken arm that was reported by the family and the comparison of an x-ray taken by the medical examiner. Collectively, all these procedures' findings must support one another prior to a positive identification being determined by the medical examiner.

Once (Name) makes a positive identification, the medical examiner's office will personally notify the victim's family. Health care and other support professionals will be available to assist family members through this experience.

Return of Personal Effects – Background Information

At the time victims of an accident are removed from the accident site, their personal effects are also being recovered. All recovered items are stored in a secure area. There are two types of personal effects or possessions, associated and un-associated.

Associated personal effects are those personal items that can be identified to a specific individual. Examples are items such as rings or earrings that are found on the victim or articles such as a wallet found in a carry on bag with driver's license, credit cards, and other items with a specific person's name.

Un-associated personal effects are those items that cannot be identified to a specific person. Examples may be a necklace or earrings found near, but not on, a victim or clothing that has spilled out of a suitcase.

Sometimes authorities retain personal effects if needed as evidence or as part of the investigation. Once the authorities no longer need retained items, the items are returned to the airline to be returned to the appropriate owner.

The airline or their representative (Blake Emergency Services) returns associated items by contacting the survivor or victim's family and asking them how they would like the recovered items returned. The airline or its representative then carries out the desires of the survivor or the victim's family.

The process for the return of un-associated personal effects is deliberate and time consuming. The primary problem is determining ownership of items that may number in the thousands. Normally, all items are first inventoried, numbered and photographed. Once completed, a photo catalogue is produced and provided to all families who request a copy. Instructions are provided for claiming an item. Once all families have responded, items that are claimed by only one family are returned according to their instructions. Claims by more than one party must be substantiated and proven by Person by, invoices, or other means. The item in question is returned once ownership is determined.

**LIST OF PARTICIPANTS
EMERGENCY RESPONSE PLANNING**

Course Name: _____ Date: _____

S. No.	Name	P.No.	Office Ph.	Cell No.	Dept. / Loc Code

1. Trainer: _____
2. Trainer: _____
3. Trainer: _____

Course Coordinator _____

Signature

DGM ERP _____

Signature

Exercise Evaluation Report

Exercise Type _____


Location _____

Date _____

S No	Activity	Observations	Performance (Satisfactory/ Unsatisfactory)	Action Required / By
Comments				


Conducting Officer _____ Area / Activity Manager _____ DGM ERP _____

Distribution: All Concerned

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9.1 WHEN EMERGENCY STRIKES

9.1.1 BE PREPARED

The time to read these instructions is before an emergency strikes, so that, forewarned, you know what to do as soon as danger threatens. Just as the middle of a darkening moor is no place to begin learning how to use a map and compass, the middle of a crisis is no time to begin discovering how to deal with it. Emergency experts also stress that, in any crisis, thinking is as crucial as doing. First assess the situation quickly, they say – then act. The experts identify there major rules to bear in mind: do not panic; improvise; and weigh the risks.

9.1.2 DO NOT PANIC

In any crisis, staying calm is the most important rule of all. Panic can turn a problem into a tragedy; and staying calm can do more than any other single factor to save a life – yours or someone else's.

A swimmer caught in weeds underwater can untangle himself with his hands if he keeps his head. If, in panic, he lunges blindly for the surface, he may pull the weeds tighter – and drown. Panic destroys judgment and paralyses the muscles.

Knowledge is one antidote to it. The best cure, though, is an unshakable determination not to give way to it. Keep telling yourself that panic will only make things worse.

9.1.3 IMPROVISE


No emergency is quite like any other. Treating a bad cut at home when you have a first aid kit to hand and an ambulance only a telephone call away is very different from trying to cope with the same problem when you are out camping far from help.

In any situation, if you do not have exactly what you need, be prepared to make do with whatever is to hand. Look around for possible substitutes. Keeping looking until you find one.

A life buoy and rope, for example, are the best equipment for helping someone who has fallen into water. But if there is no life buoy nearby, a child's rubber ring, a couple of towels knotted together or even a pair of trousers can save a life, too.

To do that successfully requires clear knowledge and a cool head.

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9.2. MISSING AIRCRAFT

Civil Aviation Authority has a comprehensive Search & Rescue Plan. Missing Aircraft are handled by their following two Centres:

- a) **Area Control Centre Karachi** +9221-9248101, +9221-9248778 Ext. 7587.
- b) **Area Control Centre Lahore** +9242-9240601-15.

9.2.1 NOTIFICATION BASED ON FLIGHT PLAN

In respect of an aircraft for which a flight plan has been filed, an uncertainty phase is declared when:

- a) No communication has been received within 30 minutes after the time it should have been received, or from the time of a first unsuccessful attempt was made to establish communication with aircraft; whichever is earlier; or
- b) The aircraft fails to arrive within 30 minutes of the estimated time of arrival (ETA).

9.2.2 THREE PHASES OF EMERGENCY

Three phases of emergency have been established for classifying incidents and determining the action to be taken for each particular incident. They are in usual order of progression:

- a) Uncertainty Phase. An uncertainty phase in respect of an aircraft for which a flight plan has been filed is declared when:
 - i) No communication has been received within a period of 30 minutes after the time it should have been received, or from the time a first unsuccessful attempt was made to establish communication with the aircraft, which ever is the earlier.
 - ii) The aircraft falls to arrive within 30 minutes of the ETA last notified or estimated, which ever is the later, or.
 - iii) The evaluation of other circumstances, e.g. knowledge that the aircraft is experiencing difficulties, render it is advisable to declare the uncertainly phase.

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b) Alert Phase. An alert phase is declared, when:

- i) The attempts, made during the uncertainty phase to establish contact with the aircraft, or to gain any news from other sources, have failed and the aircraft is clearly overdue.
- ii) An aircraft which has been cleared to land has failed to land within 5 minutes of the estimated time of landing and communication has not been re-established with the aircraft.
- iii) Information has been received which indicates that the operating efficiency of the aircraft for which the uncertainty phase was declared or that of another aircraft has become impaired, but not to the extent that a forced landing is likely.
- iv) Information has been received that the aircraft is subject to unlawful interference.

c) Distress Phase. A distress phase is declared when:

- i) The attempts, made during the alert phase, to establish contact with the aircraft and to gain any information through more wide spread inquiries have failed and the aircraft is clearly missing and probably in distress.
- ii) The fuel on board is considered to be exhausted or insufficient for the aircraft to reach safely.
- iii) Information is received which indicates that the operating efficiently of the aircraft has been; impaired to the extent that forced landing is likely.
- iv) Information is received, or lit is reasonably certain, that the aircraft is about to make or has made a forced landing, or has crashed.

As per PIA Emergency Response Plan a Missing Aircraft with Fuel Exhausted condition falls under the Category “A” Accident and necessitates the full activation of Emergency Response Plan which means the opening of all concerned ERP Centres and deployment of Teams and Volunteers.

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On getting incident information Situation Room Manager will activate Emergency Notification Procedure given in chapter 2 page 4-5 of this Manual.

On getting information of the incident from Situation Room Manager PIA Call Centre will notify all Team Members according to the procedure given in Chapter 2 page 6-7.

Emergency Response Center will be activated.

Members of all teams will report to Emergency Response Centre.

Field Team Members will report to Emergency Response Centre along with their kits for proceeding to the Site / Station.

Family Assistance Centre in case of Karachi will be established at hotel Inn and in other cases as per concerned Station's Emergency Plan.

Survivor Reception Centre will be activated as per concerned station plan.


Crew Reception Center will be activated at concerned airport.

Meeters and Relatives Centre will be established as per concerned station's plan.

Initially, all teams' members and volunteers will immediately report to Emergency Response Centre PIA Training Centre. In case of Karachi and at places marked for the purpose at other station.

Telephone inquiry centre will immediately be activated to respond families' calls of the victim Dedicated Toll Free Phone No. will be notified by Public Affairs Division through Media.

EK Call Center will be made available immediately.


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9.3 BOMB THREATS

Security Manual describes the detailed procedures for handling the bomb threats both on aircraft and the ground facilities. Crew Checklists include the actions to be taken in case of bomb threats on board the aircraft. Usually Police deals with bomb threats on ground facilities. (Phone 15 in most cases). A bomb threat usually calls for the evacuation of the premises on ground and search / technical sweeping by the Bomb Disposal Squad. Airport Security Force is the initial responder at airports.

9.3.1 Bomb Threat to PIA Aircraft

- i) Any PIA employee receiving information about bomb threat by any manner shall promptly intimate PIA Operations Control Manager/ Flight Operations or to Station Manager/ PIA Representatives/ In-charge Handling Agent in case of Operation Control Manager/ Officer is not posted. They, in turn, will immediately convey to officials listed below:
 - a) Manager Flight Ops Where posted (In case no Manager Flight Ops is posted, Station Manager will perform his functions)
 - b) Chief Security Officer ASF/ In-charge of ASF
 - c) Airport Manager/Senior CAA Rep
 - d) Duty Manager Security Duty Security Officer I/C Security if Posted (In case no Security staff is posted Station Manager will perform their functions).
 - e) Station Manager / District Manager
 - f) Principal Engineer / Duty A/C Engineer
 - g) Chief Sector Pilot
 - h) General Manager (Security) PIA Karachi
 - i) SVP – HR & Admin. PIA Karachi
 - j) Emergency Director / SVP (Coordination)
 - k) Chairman & CEO PIA


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- ii) Designated Officer of PIA, on receipt of information will establish contact with first recipient of the threat call and complete the required Performa. In case there is no PIA Security staff posted at a station, the same will be completed by Station Manager/ Handling Agent and transmitted to the office of the General Manager (Security).
- iii) The overall control of emergency handling will rest with Airport Security Force (ASF) at domestic stations or concerned security authorities at foreign stations. Coordination with ASF/Security authorities will be done only by PIA Security staff posted at a station or Station Manager/ PIA Representative/ In-charge Handling Agent, when PIA Security staff is not present.

Following departments/sections of PIA will perform their functions and render assistance to the ASF or local security authority at foreign stations in a bomb threat situation:

Security
Passenger Handling
Cargo
Line Maintenance (Engg & Maint)
Technical Ground Support(TGS)
Catering/Field Service

- iv) In view of the complexity of the problem due to involvement of different agencies, a panel comprising of Officers / Representatives of Airport & PIA Authorities will maintain a constant flow of information regarding implementation/progress of S.O.P. and expeditious clearance of the aircraft under threat. The panel will also monitor and analyze delays to inform concerned agencies for remedial measures.
- v) Captain/Cockpit Crew takes actions as per S.O.P. issued by Flight Operations Department.
- vi) Cabin Crew takes actions as per S.O.P. issued through Flight Services Department and as per the instructions from the Captain.
- vii) Above is an initial brief, detailed procedures are given in Security Manual Part II.

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9.3.2 Bomb Threat at the Ground Facilities

Bomb threats are delivered in a variety of ways. The majority of threats are made through telephone. Occasionally, these calls are through third party. Some time a threat is communicated in writing.

Generally, a bomb threat call is made to disrupt the normal activities or the caller wants to create a atmosphere of anxiety and panic which will in turn result in a disruption of the normal activities at the establishment where the call has been made.

Following procedures should be followed to respond a bomb threat call and it should form a part of standing order:

- a) All officers, Officials having telephone at their desk, especially those at the telephone switchboard, instructed in what to do if a bomb threat call is received.
- b) It is always desirable that more than one person listen on the call if call recording system is not available. To do this , a covert signaling should be implemented perhaps by using a coded buzzer signal to a second reception point.

A calm and courteous response to the bomb threat caller could result in obtaining additional information.

Do not interrupt the caller. Keep the caller on the line as long as possible.

Ask him/her to repeat the message, record every word spoken by the person.

If the caller does not indicate the location of the bomb or the time of possible detonation, ask him or her for this information.

Report the information to the Security Officer/Police/Bomb Disposal Squad or the person designated by the management for the purpose who will in turn take required actions.

Depending upon the nature of threat Station/premises In-charge may decide to immediately evacuate the building. As necessary, consultation with the available Security/Police personnel may be taken to decide about the future course of actions.

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9.4 HIJACKING

HANDLING OF HIJACKED AIRCRAFT IN PAKISTAN

Hijacking of a PIA's Aircraft necessitates activation of complete ERP. Accordingly, in case of a PIA's Aircraft hijacking, Emergency Notification to ERC Team, Field Team and Volunteers is initiated by Situation Room through PIA's Contact Center.

Following is the introductory extract on Hijacking from Security Manual Part II:

In view of the growing cases of hijacking, it has become necessary to lay down specific guidelines and Standard Operating Procedure to handle cases of hijacking in an efficient and orderly manner. As a matter of Government policy, hijacking incidents will be handled by civil administration under the respective Chief Minister. The local Military Commander will render all assistance to civil administration, when so requested. The procedures and instructions in PIA Security Manual provide broad guidelines and policy. Administrators at all levels are to issue their own detailed instructions with in the guideline of PIA Security Manual keeping in view special circumstance of their resources, manpower and environment.


Security Manual describes detailed procedures and check lists for handling the various types of hijacking incidents. The same shall be referred to draw the list of actions to be taken by concerned individuals and sections.

Any incident of Hijacking will be categorized as 'A' type of incident and will require a full and immediate activation of PIA Emergency Response Plan. PIA Security Manual describes details on technical handling of Hijacking by PIA Security in conjunction with Governmental Authorities. Following Standard Operating Procedures will be followed for the full and immediate activation of PIA Emergency Response Plan.

On getting incident information Situation Room Manager will activate Emergency Notification Procedure given in chapter 2 page 4-5 of this Manual.

On getting information of the incident from Situation Room Manager PIA Call Centre will notify all Team Members according to the procedure given in Chapter 2 page 6-7.

Emergency Response Center will be activated.

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Members of all teams will report to Emergency Response Centre.

Field Team Members will report to Emergency Response Centre along with their kits for proceeding to the Site/Station.

Family Assistance Centre in case of Karachi will be established at hotel Inn and in other cases as per concerned station’s Emergency Plan.

Survivor Reception Centre will be activated as per concerned station plan.

Crew Reception Center will be activated at concerned airport.

Meeters and Relatives Centre will be established as per concerned station’s plan.

Initially, all teams’ members and volunteers will immediately report to Emergency Response Centre PIA Training Centre In case of Karachi and at places marked for the purpose at other station.

Telephone inquiry centre will immediately be activated to respond families’ calls of the victim Dedicated Toll Free Phone No. will be notified by Public Affairs Division through Media.

EK Call Center will be made available immediately.

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9.5 FIRE INCIDENTS

Incidental Fires are unsolicited disasters that claim not only millions worth property but priceless human lives as well. All PIA facilities have been provide with Portable Fire Extinguishers. Sensitive work premises also have the Fire Alarm & Detection and other Fixed Fire Protection Systems. It is mandatory for all the employees to acquaint themselves with the equipment available at their premises and know the operation of first aid fire fighting equipment.

Karachi, Islamabad and Lahore also have the small fire stations. Fire Fighting Capabilities are effectively augmented at airports by well equipped CAA Rescue & Fire Fighting Services.

Following is the copy of Fire Order:

9.5.1 Fire Order (Actions on the out break of fire)

- i) Raise fire alarm or shout fire fire
- ii) Inform fire service Phone :
- iii) Fight the fire with appropriate fire extinguishers / equipment.
- iv) Disconnect the supply of electricity or gas if necessary.
- v) Evacuate the building and report to the Assembly Point if not taking part in fire fighting action

Additional Information

9.5.2 When to evacuate the building?

- On hearing continuous Fire Alarm
- On the instructions of Fire or Security Staff
- Observing danger by yourself.

How to evacuate the building?

9.5.3

- Know the location of exits.
- Proceed directly to exit.
- Do not use the lifts.
- Crawl low in smoke. The air is easier to breathe near the floor.

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9.5.4 1 **Where to assemble?**

- At the assembly point
- Make a head count and report missing person to Fire Officer

9.5.5 2 **General**

- While leaving the building close doors behind you to avoid smoke spread.
- If some one gets burned, put cool water on the burned skin immediately. Seek a Doctor's help if the burn is severe.
- You can prevent fires from occurring if you practice simple fire safety actions.

9.6 **IMPORTANT FIRE SERVICE NUMBERS**

No	Location / Premises	Contact
1	PIA Fire Station Karachi	467- 4555
2	PIA Fire Station Lahore Airport	9034-4355
3	PIA Fire Section Lahore Town Office	9036-2555
4	PIA Fire Section Islamabad A/P	902-4333
5	CAA Fire Service Extensions at Domestic Airports	Ext 2222 / 222
6	City Fire Services in Pakistan PTCL	16
7	City Fire Service U-Fone	16
8	Rescue 1122 Lahore	1122

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9.7 BUILDING COLLAPSE – RESCUE

Buildings may be collapsed due to incidental fires, earthquakes or explosions. Fire Brigades, Rescue Organizations and establishments having earthmoving machinery will be the resource to meet such emergencies. PIA Works Department will also be quite helpful in organizing the mechanized rescue. PIA FAST Volunteers are also being trained in basic rescue, fire fighting and first aid. They can be called in their respective areas during such emergencies.

9.8 EARTHQUAKE – SAFETY TIPS

During the shock following are the hazards

- Falling objects
- Weakened Building Parts
- After-shocks

Earthquakes normally last for less then a minute on feeling the shock we can just get out of a small building or house but it will not be possible for us to get out of a large or multistoried building complex in a few seconds. Under such a condition it is better to:

- Stay in-side
- Take cover under some piece of Heavy Furniture or a Table
- Go in a corner and sit down away from cabinets, shelves window panes and other hanging objects
- Hold some heavy object
- Keep a pillow or a similar thing over your head

If you are out

- Stay away from the buildings and other structures
- Stay away from the poles and overhead wires
- Stay away from the trees

If you are in a car

- Stop the car, remain in-side and park it away from the:
- buildings and other structures
- Poles trees and overhead wires


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Before next quake, What to do today?

See if your work bench, table or the bed is away from:

- Paintings on Walls
- China / Modular Shelves
- Cabinets
- Fancy Lights


Keep a fire extinguisher and a first aid box at your work place and the home.

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9.9 WHAT TO DO IF YOU CAUGHT IN A FLOOD

Major floods tend to occur in river valleys, on coastlands and in other low-lying regions. If you live in an area prone to flooding, keep alert during and after storms and periods of prolonged rainfall. Many areas have a system of flood warnings which may include notices or boards informing of the degree of flood alert, and siren signals. Learn the system in your area. Contact the civil defence in good time when danger threatens. They will advise you on what action to take.

- If a flood threatens your home, turn off gas and electricity at the mains at once to lessen the risk of fire from flooded wiring.
- If you have time, take up carpets and collect all valuables, putting them on an upper floor for safety.
- If there is no time to spare, place valuables for safety on any raised surface such as table, cupboard or shelf.
- To keep water out of your home, first block all gaps under the outside doors. This is best done by lining the outer edge of the threshold with sandbags. Ideally, the bags should measure 6 inch (150mm) round by 12 inch (300mm) long, but you can improvise by using any plastic bags filled with soil, sand or gravel. If nothing else is available, pack the cracks tightly with old carpets or blankets.
- Sandbag ground-floor windowsills on the outside in the same way if the water seems likely to rise that far.
- If flood water continues to rise, take any food in the house upstairs. If you live in an isolated area it may be two or three days before anyone can reach you. The essentials are drinking water, food, warm clothing and materials for heating water. If you have no portable stove, candles can be used as heaters. Take a gas-filled cigarette lighter or dry matches with you.
- In a very severe food, you may be forced onto the roof and have to improvise a raft for escape. As the waters rise, gather up any equipment which can be used to signal for help, such as a torch whistle, flags, bright colored sheet or blankets, oily rags (for flares) and a mirror.
- Take ropes or sheets to tie yourself to the chimney-stack, to prevent you from slipping down the roof.
- To improvise a raft, assemble whatever buoyant materials are to hand: an air bed, wooden beams, chest, planks or even a wardrobe. If you have no rope for lashing a raft together, use bed sheets.
- Use the raft only as a last resort, and test it to see that it floats before climbing aboard. Take some sort of paddle with you, and your signaling equipment.

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How to cross a flooded river

If you are trapped by a river in flood, take the utmost care when attempting a crossing. Even a small stream, swollen by fast-flowing water, may be strong enough to sweep you away.

- Make absolutely sure that the crossing is necessary before starting. It may be possible to make a detour to a bridge or to go upstream where the river may divide into smaller tributaries which are easier to negotiate.
- Remove your socks, then put your boots or shoes back on to give you a firm footing on the stream bed. Once across, you will be able to empty your footwear of water and replace your socks to help to keep your feet warm and dry.
- If you are carrying a rucksack, adjust it so that it rides high on your back. Do not discard the contents. The weight will provide stabilizing ballast when you cross. As a precaution, however, undo the waist strap so that you can jettison the pack quickly in an emergency.
- Use a walking stick, or any other strong staff available. A stick about 6ft (1.8m) long is best. It will act as third leg for stability, and you can also use it to probe for depth. Hold it on your upstream side so that the current does not tug the base away from you.
- Aim either straight across or diagonally downstream. But walk sideways, facing upstream so that your knees are braced against the current. If you face downstream, your knees may fold under the pressure of water from behind.
- Sidestep through the water, shuffling one foot at a time and moving each leg only when you are sure that the other is firmly planted.
- Do not cross your legs as you sidestep – you may lose balance.

Crossing with a rope

The safest way to cross a flooded river, if you are not alone, is with a rope.

- One person should cross the river holding one end of the rope. If the rope is long enough, he should tie it around his body. His companions should secure the other end of the rope by tying it to a tree or rock. If this is not possible, hold the rope so that if the first person slips he can be pulled back.
- When the first person reaches the far bank he should secure his end of the rope.
- The others should cross one by one, holding onto the rope with one hand and using a staff to steady themselves.
- If the rope is not long enough to cross the river, the group should tie themselves together in a line. Each should have a staff. Only one person

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should move at a time. While he is moving, the others should be braced against the current in case he slips.

Crossing in a group

Three or more people who have no rope can help each other by crossing in a group.


- Form a file, one behind the other, in a direct line down the current, all facing upstream. Each person should hold the waist or shoulders of the one in front. First, the leader takes a small step sideways, then the second, then the third and so on. While one person is moving, the others should be braced in case the slips.
- Alternatively, the whole file can move as one person. Everyone behind the leader should hold the person in front, and all take a step sideways at the same time.
- Three people can also cross with linked arms. The middle person faces upstream, and the other two face each other sideways on to the current. Only one person moves at a time.

Choosing a crossing point

- Look for a section where the river has broadened out. The flow should be slower and shallower there.
- Avoid crossing at a bend, Although the current may be slow and the river shallow on the inside of the bend, the water will be deeper and more powerful towards the outside bank.
- Large rocks and boulders can provide valuable handholds as you wade past them. But do not try to use them as stepping stones – the surface may be slippery or the base unsteady.
- Avoid crossing near submerged trees, high or slippery banks, and above rapids or weirs.
- Avoid stretches where a stream approaches a lake or valley basin. In flood, the stream will deepen and flow most powerfully here. It is best to head upstream until you come to a point where the flow is divided.

PIA Facilities and Floods

In case of floods and flood warnings, PIA Departments / Area Managers will deploy their resources and procedures and seek help from external agencies as per the need. PIA Engineering, Works, Traffic & cargo should take all necessary precautions and provide protection to buildings, aircraft, equipment and people.

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9.10 DANGEROUS GOODS (CARGO)

If some Dangerous Goods / Cargo are involved in an accident, it could be a major threat to life and property. Utmost care and professionalism is required by Airline people and emergency responders to prevent any untoward damage. Marketing Department has issued a comprehensive guideline on Emergency Response Procedures of such material. A copy of the same should be kept at all locations requiring the same. The document was revised on 15.02.05.

Application of following useful guidelines derived from this document will be helpful in dealing the eventualities involving dangerous goods at the hour of need:

9.10.1 What to do to safeguard a situation?


- i) Stay calm.
- ii) Keep people away.
- iii) Stay away yourself.
- iv) Avoid inhaling fumes or vapors.
- v) Guard against fire.
- vi) Get professional help from fire department.

9.10.2 Local fire Department / Emergency phone numbers:

- | | | |
|------|----------------------|------------------|
| i) | FIRE INCIDENT | _____ |
| ii) | NON RADIO ACTIVE | _____ |
| iii) | RADIOACTIVE INCIDENT | 9202222 (24 HRS) |
| iv) | DGR SPECIALIST | 0300-8276412 |

9.10.3 Unidentified Cargo – Guidance for dealing incident at initial phases:


- i) MIXED LOAD/ UNIDENTIFIED CARGO POTENTIAL HAZARDS
 - a) May explode from heat, shock, friction or contamination.
 - b) May react violently or explosively on contact with air, water or foam.
 - c) May be ignited by heat, spark or flames.
 - d) Containers may explode when heated.
 - e) Ruptured cylinders may rocket.
- ii) HEALTH
 - a) Inhalation, ingestion or contact with substance may cause severe injury, infections, disease or death.
 - b) Contact may cause burns to skin and eyes.
 - c) Fire or contact with water may produce irritating, toxic and/ or corrosive gasses.

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- iii) PUBLIC SAFETY
 - a) Isolate spill or leak area immediately for at least 200 meters in all directions.
 - b) Keep unauthorized personnel away.
 - c) Stay upwind.
 - d) Keep out of low areas / confined areas.
- iv) EVACUATION
 - Isolate for 800 meters (1/2 miles) in all directions

9.10.4 Emergency Response Procedure

- i) FIRE
 - CAUTION: Material may react with extinguishing agents.
 - a) Small Fires:
 - Dry chemicals, CO2, Water spray or regular foam
 - b) Large Fires:
 - Water spray, fog or regular foam
 - Move containers from fire area if you can do it without risk
- ii) SPILL OR LEAKAGE
 - Do not touch or walk through spilled material
 - Eliminate all ignition sources (no smoking, flares, sparks or flames in immediate area)
 - Keep combustible (wood, papers oil etc.) away from spilled material
 - Use water spray to reduce vapors & avoid allowing water run off to contact spilled material
 - Prevent entries into confined areas
 - a) Small Spills:
 - Take up with sand or other non combustible absorbent material and place into containers for later disposal.
 - b) Large Spill:
 - Build barrier ahead of liquid spill for later disposal.
 - c) First Aid
 - Move victim to fresh air.
 - Apply artificial respiration if victim is not breathing.
 - Do not use mouth to mouth method if victim ingested or inhaled the substance.
 - Administer oxygen if breathing is difficult.
 - Remove isolate contaminated clothing and shoes.
 - In case of contact with substance, immediately flush skin or


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- eyes with running water for at-least 20 minutes.
- Keep victim warm and quiet.
 - Effects of exposure (inhalation, ingestion or skin contact to substance may be delayed.
 - Ensure that medical personnel are aware of the materials involved and take precautions to protect themselves.

9.10.5 Compatibility Groups for Explosives

Letters identify explosives that are deemed be compatible. Class 1 material is considered to be “compatible” if they can be transported to gather without significantly increasing either the probability of an incident or for a given quantity, the magnitude of the effects of such incidents:

- “A” Substances which are expected to mass detonate very soon fire reaches them.
- “B” Articles which are expected to mass detonate very soon fire reaches them.
- “C” Substances or articles which may be readily ignited and burn violently or explode.
- “D” Substances or articles which may mass detonate when exposed to fire.
- “E&F” Articles which may detonate in a fire.
- “G” Substance and articles which may mass explode and give off smoke or toxic gases.
- “H” Articles which in a fire may eject hazardous projectiles and dance white smoke.
- “J” Articles which may mass explode.
- “K” Articles which in a fire may eject hazardous projectiles and toxic gases.
- “L” Substance and articles which present a special risk and could be activated by exposure to air or water.
- “N” Article which contain only extremely intensive detonating substances and demonstrate a negligible probability of accident, ignition or propagation.
- “S” Packaged substance or articles which, if accidentally initiated, produce effects that are usually confined to immediate vicinity.

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- use CO₂ dry chemical or dirt.
- If possible without risk, use unmanned hose holders from maximum distance to prevent fire from spreading the cargo area.
- Pay special attention to tyre fires as re-ignition may occur.

iv) PRECAUTIONS

- a) No smoking, flares, sparks or flames in immediate area.
- b) Do not touch or walk through spilled material.
- c) Do not operate radio transmitter within 100 meters.
- d) Do not clean-up or dispose off, except under supervision of a specialist.

v) FIRST AID

- a) Move victim to fresh air.
- b) Apply artificial respiration if victim is not breathing.
- c) Administer oxygen if breathing is difficult.
- d) Remove and isolate contaminated clothing and shoes.
- e) In case of contact with substance, immediately flush skin or eyes with running water for at least 20 minutes.
- f) Ensure the medical personal are aware of the material involved, and take precautions to protect themselves.

9.10.7 Explosives Division 1.4 (Potential Hazards)

i) FIRE OR EXPLOSION


May explode and throw fragments 500 meters or more if fire reaches cargo. Fire may produce initiating, corrosive and/or toxic gas.

ii) WORKER SAFETY

- a) Call Emergency Response Team or Fire Department.
- b) Isolate spill or leak area immediately for at least 100 meters in all directions.
- c) Move people away from windows.
- d) Keep unauthorized persons away.
- e) Stay upwind.
- f) Ventilate closed spaces before entering.

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- iii) EVACUATION
 - a. LARGE SPILL
 - Consider initial evacuation for 250 meters in all directions.
 - b. CARGO FIRE
 - Do not fight fire when fire reaches cargo. Cargo may explode.
 - Stop all traffic and clear the area for at least 500 meters in all directions and let it burn.
 - Do not move cargo or vehicle if cargo has been exposed to heat.
 - c. TYRE OR VEHICLE FIRES
 - Use plenty of water spray form; flood it, if water is not available, use CO₂ dry chemical or dirt.
 - If possible without risk, use unmanned hose holders from maximum distance to prevent fire from spreading the cargo area.
 - Pay special attention to tyre fires as re-ignition may occur.
- v) SPILL OR LEAKAGE
 - a) Eliminate all ignition sources (No smoking, flares, sparks or flames in immediate area).
 - b) Do not touch or walk through spilled material.
 - c) Do not operate radio transmitter within 100 meters.
 - d) Do not clean-up or dispose off, except under supervision of a specialist.
- vi) FIRST AID
 - a) Move victim to fresh air.
 - b) Apply artificial respiration if victim is not breathing.
 - c) Administer oxygen if breathing is difficult.
 - d) Remove and isolate contaminated clothing and shoes.
 - e) In case of contact with substance, immediately flush skin or eyes with running water for at least 20 minutes.
 - f) Ensure the medical personal are aware of the material involved, and take precautions to protect themselves.
- vii) SPECIAL INFORMATION
 - a) Packages bearing the 1.4S label or packaging containing material classified as 1.4S are designed or packed in such a

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manner that when involved in a fire, may burn vigorously with localized detonations and projection of fragment.

- b) Effects are usually confined to immediate vicinity of packages. If fire threatens cargo area containing the packages bearing the 1.4S label or packages containing material classified as 1.4S, consider isolating at least 15 meters in all directions. Fight fire with normal precaution from a reasonable distance.

9.10.8 Class 2 – Gases


No smoking or flames allowed. Wear protective clothing against Cryogenic liquids or poisonous gas. Avoid handling of cylinders as it may aggravate the situation.

- i) FIRE
 - a) SMALL
 - Extinguishers may or may not be effective.
 - Unless and until gas supply is shut off, even extinction of fire could be dangerous because of big re-ignition hazard.
 - b) LARGE

Water Spray or Fog
- ii) FIRST AID
 - a) Move victim to fresh air.
 - b) Remove contaminated clothing.
 - c) If breathing is difficult, give Oxygen.
 - d) Keep victim quiet and maintain normal body temperature.
 - e) Treat any injury.

9.10.9 Class 3 – Flammable Liquids

- No smoking or flames allowed
- Use water spray to reduce vapors.

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- i) FIRE
 - a) SMALL


Use Dry chemical, CO₂ or water spray
 - b) LARGE
 - Use Water spray or fog
 - If practical, cool containers exposed to fire with water
 - Avoid spreading flammable liquid
- ii) SPILLS OR LEAKAGE
 - a) SMALL

Take up with sand or other non-combustible material then flush area
 - b) LARGE

Build barrier ahead of spill for later disposal
 - c) FIRST AID
 - Remove victim to fresh air
 - If not breathing give artificial respiration
 - If breathing is difficult give oxygen
 - Remove and isolate contaminated clothing
 - In case of contact with material, flush skin and eyes with water for at least 15 minutes.

9.10.10 Class - 4 Flammable Solids

- No smoking or flames allowed
- Do not touch spilled material.

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i) FIRE

Do not use water on goods displaying “Dangerous When Wet” Labels.

a) SMALL

Use Dry chemical, CO₂ or Water Spray

c) LARGE

- Use Water spray, fog or foam.
- Cool containers exposed to fire.
- Use dry sand on magnesium fuel. NO WATER.

iii) SPILLS OR LEAKAGE

a) SMALL

Shovel into dry containers, move containers then flush area with water.

b) LARGE


Build barrier ahead of spill for later disposal if “Dangerous When Wet”, Cover with dry sand or other dry non-combustible material.

c) FIRST AID

- Remove victim to fresh air
- If breathing is difficult give Oxygen
- In case of contact with material, flush skin and eyes with water for at least 15 minutes.
- Remove and isolate contaminated clothing.

9.10.11 Class 5 - Oxidizing Substances & Organic per Oxides

- No smoking or flames allowed.

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- Use water spray to reduce vapors.

- i) FIRE

- a) SMALL

Use Dry chemical, CO₂ or Water Spray

- b) LARGE

- Water spray, fog or foam.
 - Spray container with cool water if exposed to fire.
 - Avoid spreading of substances.

- ii) SPILLS OR LEAKAGE

- a) SMALL

Take up sand or other non-combustible material, and then flush area with water.

- b) LARGE


Build barrier ahead of spill for later disposal

- c) FIRST AID

- Remove victim to fresh air
 - If breathing is difficult give Oxygen
 - If not breathing give artificial respiration.
 - In case of contact with material, flush skin and eyes with water for at least 15 minutes.
 - Remove and isolate contaminated clothing.

9.10.12 Class 6.1 - Toxic (Poisonous) Substances

- Do not touch spilled material.
- Use water spray to reduce vapors or dust.

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- i) FIRE

a) SMALL

Use Dry chemical, CO₂ or Water Spray

b) LARGE

Use Water spray, fog or foam.
- ii) SPILLS OR LEAKAGE

a) SMALL

Take up sand or other non-combustible material, and then flush area with water.

b) LARGE

Build barrier ahead of spill for later disposal
- iii) FIRST AID
 - Remove victim to fresh air
 - Call emergency medical care.
 - If breathing is difficult give Oxygen
 - If not breathing give artificial respiration.
 - In case of contact with material, flush skin and eyes with water for at least 15 minutes.
 - Remove and isolate contaminated clothing.
 - Effects may be delayed, keep victim under observation.


9.10.13

Class 6.2 - Infectious Substance

DAMAGE OR LEAKAGE

- i)

Avoid handling the package or keep handling to a minimum.

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- i) FIRE
 - a) SMALL

Use Dry chemical, CO₂ or Water Spray
 - b) LARGE

Use Water spray, fog or foam.
- ii) SPILLS OR LEAKAGE
 - a) SMALL

Take up sand or other non-combustible material, and then flush area with water.
 - b) LARGE

Build barrier ahead of spill for later disposal
- iii) FIRST AID
 - Remove victim to fresh air
 - Call emergency medical care.
 - If breathing is difficult give Oxygen
 - If not breathing give artificial respiration.
 - In case of contact with material, flush skin and eyes with water for at least 15 minutes.
 - Remove and isolate contaminated clothing.
 - Effects may be delayed, keep victim under observation.

9.10.13 Class 6.2 - Infectious Substance

DAMAGE OR LEAKAGE

- i) Avoid handling the package or keep handling to a minimum.

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- ii) Inspect adjacent packages for contamination and put aside any that may have been contaminated.
- iii) Inform the appropriate public health authorities and provide information to any transit aerodromes where person may be exposed to danger.
- iv) Notify the consignee and consigner.


9.10.14 Class 7 – Radioactive Material

If it is evident or suspected that a package or radioactive material is damaged or leaking:

- Restrict access to the package immediately.
- Enter spill area only to save life, limit entry to shortest possible time.
- Get a qualified per to access the extent of contamination and resulting radiation level of the package, aircraft, aircraft equipment and other material which have been carried on the aircraft as soon as possible.
- Follow additional steps in accordance with directions from the relevant competent authority to minimize the consequences of such leakage or damage.
- Notify the appropriate the national authority to ensure adjacent areas are assessed from contamination.

Package leaking radioactive material in access of allowable limits for normal conditions of transport may be removed only under supervision and must not be forwarded until repair or reconditioned and decontaminated by competent authority.

- i) FIRST AID
 - a) Call emergency medical care.

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- b) If not affecting injury remove and isolate contaminated clothing, wrap victim in a blanket before transporting.
- c) If not injured, shower victim with soap and water.
- d) Advice medical care that injured persons may have been exposed to radiation.
- e) Except for the injured, detain person and equipment exposed to radiation and until instructions or arrival of the national competent authority.

9.10.15. Class 8 - Corrosive

Do not touch spilled material.

i) FIRE

Some of these material may react violently with water.

a) SMALL

Use Dry chemical, CO₂, Water Spray or foam

b) LARGE

Use Water spray, fog or foam.

ii) SPILLS OR LEAKAGE

a) SMALL

Take up sand or other non-combustible material, and then flush area with water.

b) LARGE

Build barrier ahead of spill for later disposal

iii) FIRST AID

a) Remove victim to fresh air

b) If breathing is difficult give Oxygen

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- c) Remove and isolate contaminated clothing.
- d) In case of contact with material, flush skin and eyes with water for at least 15 minutes.

9.10.16 **Class 9 – Miscellaneous Dangerous Goods**

Potential hazards can be unique to type of items, listed below are some items in class 9.

i) AMMONIUM NITRATE FERTILIZER

When mixed with hydrocarbon fuel, e.g., kerosene, it can react explosively. However, it usually needs another explosives to ignite it. (See Class – Explosives)

ii) ASBESTOS (ALL TYPES)

- a) Fine mineral fibers can lodge in lungs and cause diseases.

Isolate hazard area.

- b) Wear self contain breathing apparatus, filter mask or wet towels.

lii) CONSUMER COMMODITY

May contain flammable liquid (Class 3), aerosols (Class 2) or toxic substances (Div 6.1) treat according to the class.


iv) LIFE RAFT/ LIFE VEST

Contains bottles of compressed gas and if accidentally activated can exert very large forces on the aircraft and other structure. Take care regarding accidental inflation or explosion of bottles.

v) CARBON DIOXIDE, SOLID (DRY ICE)

Approximate temperature is -80 degrees and can cause extensive damage to skin tissue by freezing. Dry ice “Evaporation” to form an invisible odorless heavy gas (CO₂) that, by dispersing in air can cause suffocation of humans and animals.

- a) Avoid handling

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- b) Wear self-contain breathing apparatus and protective clothing.
- c) Encourage ventilation of confident places
- d) Remove victim to fresh air.

vi) TYPE ASSEMBLIES

Are usually pressurized and could explode, especially under the action of heat and flames. Treat as for compressed gases (Class 2)

vii) MAGNETIZED MATERIALS

Can effect navigation equipment and presents negligible hazard under emergency conditions.

viii) VEHICLES, ENGINES, INTERNAL COMBUSTION/ VEHICLE BATTERIES


May contain fuel – Treat as for flammable liquids (Class 3). May also contain batteries, which leak or spill electrolyte. Treat as corrosive (Class 8). Also beware that batteries may short circuit and ignite flammable gases or vapors.

ix) ALL SULPHITES

May give off Toxic and Corrosive gases under the action of heat. Treat appropriately as for gases (Class 2) and or Corrosives (Class 8) as appropriate.

9.10.17 Disposal of Dangerous Goods

In case of incident / accident of Dangerous Goods, after taking necessary action according to ERP information is to be passed on to the Central Control / Flight Safety & HSE Department who will coordinate with CAA for final disposal.

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9.11 PUBLIC HEALTH EMERGENCIES

9.11.1 Introduction

Communicable diseases, particularly those with the potential of becoming global pandemics, have important implications for airlines and their customers and the effective handling of Public Health Emergencies is an important segment of PIA Emergency Response Plan. It has been drawn in line with the IATA Guidelines and has the flexibility of taking actions do deal the specific1 emergencies as per latest corresponding developments through continued research by renowned health organizations.

This document has two primary objectives:

- Identify in broad terms how to prepare for a public health emergency.
- Provide checklists of actions that should be built into a public health emergency plan.

This is purposely generic in order that it could be of use in different types of public health emergencies and in order to avoid having to produce new templates specific to each emergency that might occur.

9.11.2 Public Health Emergency Response Team (PHERT)


This plan will be implemented by the Public Health Emergency Response Team under the command of Emergency Director / SVP Coordination. This will be a three tier team comprising of following:

1. Executive Members
2. Core Members
3. Support Members

Once the Public Health Emergency Executive Members determine that some specific emergency is there and now the concerted and coordinated actions have been necessitated, it will activate the Public Health Emergency Response Team (PHERT) and will call the Core and Support Members as per the requirements of the time.

9.11.3 PHERT Executive Members

Public Health Emergency Executive Team Executive members have the primary responsibility for advising senior management of developments relating to a public health emergency and actions to be taken in response. Core Members will comprise of following:

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1. SVP Coordination (Emergency Director) - Chairman
2. Chief Medical Officer - (Secretary)
3. Chief Flight Surgeon - Member
4. General Manager HSE – Member
5. General Manager Public Relations - Member
6. Deputy General Manager ERP – Member

9.11.4 PHERT Core Members

Public Health Emergency Response Team Core members are typically from those externally-focused departments that would have direct and immediate operational contact with the consequences of a public health emergency. These include:

- Chief Pilot Planning & Scheduling, Flight Operations
- General Manager Flight Services
- Chief Engineer Line Maintenance
- General Manager Passenger Services
- General Manager Cargo
- General Manager Security
- General Manager Central Control

9.11.5 PHERT Support Members

Public Health Emergency Response Team Support members include following:

- Manager Legal Services
- Manager Insurance
- Manager Industrial Engineering
- Manager Funds Management
- Manager Head Office Payments
- Manager Purchases Local

9.11.6 Triggers of Public Health Emergency Response

The information triggering an emergency response could come from any number of different areas. The most likely scenario would probably be a notification from the World Health Organization (WHO) that there has been a progression into a more critical phase of the emergency in question. However, the information could also come from Federal Public Health Authorities, as it did for some countries during the SARS crisis. A response could also be triggered from a particular flight, for instance, many passengers and / or crew members on this flight display symptoms compatible with communicable diseases. Depending on the origin and the nature of the information received, the level of response will vary; it could be

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limited to action required by medical and public relations and communication sections or could extend to a full response including all affected parties. Cockpit and Cabin Crew should act upon their medical emergency checklists.

9.11.7 Reporting a Medical Emergency from a particular flight

When a situation occurs where a passenger or crewmember requires medical assistance, Crew should act as per Flight Operations Manual (FOM) / Safety Equipment and Procedures Manual (SEP). Following is the summary of procedures used to report the medical emergency:

- ◆ Cabin Crew will inform the Flight Crew of the medical emergency.
- ◆ Flight Crew will then report the situation to Situation Room. The crew may also advise ATC for a priority landing and/or the Inbound Station to arrange for medical personnel to meet the flight.
- ◆ Situation Room, will report the situation to the required executives / personnel as indicated in the checklist number 6.10.

9.11.8 Activation of the Emergency Response Team and Centre

The department or individual within the air carrier that receives the information that could potentially necessitate an emergency response should immediately contact the Situation Room in Karachi (+92-21-4674972 / 4673961 / 9242339, Fax: 92-21-9242361E-mail: khiovpk@piac.com.pk, SITA: *KHIOVPK*) who should in turn inform the following:

- Emergency Director / SVP Coordination 0300-8228250
- SVP Flight Operations 0300-2009045
- SVP Flight Safety & HSE..... 0300-2138183
- GM Central Control.....0300-8231270
- Chief Medical Officer.....0333-2132186
- GM Security.....0300-8278287
- DGM Emergency Response Planning.....0301-8255545
- Any other relevant executive / person required at the time

The executive members should determine the level of Emergency Response Plan activation. If the decision is to open the Emergency Response Centre (ERC), all required teams and persons should be notified in addition to PHERT core and support members through Contact Centre.

9.11.9 Role of Medical Division

CMO is the Secretary of Public Health Emergency Response Team and besides his operational role during the emergencies, will keep a watch on developments

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on handling the various sort of Public Health Emergencies and keep a data and contact details of different national and international help agencies and resources. Arrangements should be made to ensure the help of different local and external resources. Guidance material, books, literature and procedures should be compiled and kept in a separate bookshelf portion at Medical Division with copies at ERC for immediate deployment during emergencies. One Doctor has been deputed as the Public Health Emergency Coordinator for overall monitoring, advisory, and planning procurement of necessary required items. Meeting of the **PHERT** Executive Committee should be convened each after four months.

9.11.10 Roles and Responsibilities

Checklists specific to each member of the Public Health Emergency Response Team (PHERT) given in this section outline the roles and responsibilities of each team member and contain the details of actions to be taken by each team member in the event of a public health emergency.


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9.12 PHE – CHECKLISTS

9.12.1 Public Health Emergency Checklist for Situation Room

- Liaise with to identify nature of any on-board medical emergency.
- Maintain channel of communication to the Emergency Director (0300-8228250) and advise if Emergency Response Centre needs to be activated.
- Maintain channel of communication to arrival station involved in on-board medical emergency. Advise and be advised of developments.

No	Action Item	Time
1	<p>Upon being notified of a medical emergency onboard an aircraft, obtain as much information as possible from the source of the information / PIC. Consider following:</p> <p>Name of Passenger(s)_____</p> <p>Passenger(s) Record Locator_____</p> <p>Seat number _____</p> <p>Age of passenger(s) _____</p> <p>Sex of passenger(s) _____</p> <p>How passenger is breathing?</p> <p>_____</p> <p>_____</p> <p>Presence of symptoms not caused by injury or trauma:</p> <p>a. High fever</p> <p>b. Rash</p> <p>c. Bruising (not attributed to injury or trauma)</p> <p>d. Bleeding (not attributed to injury or trauma)</p> <p>e. Severe vomiting</p> <p>f. Severe Diarrhea</p> <p>g. Other</p>	
2	<p>If the medical emergency could potentially necessitate activation of the Emergency Response Centre, inform the following:</p> <ul style="list-style-type: none">• Emergency Director / SVP Coordination 0300-8228250• SVP Flight Operations 0300-2009045• SVP Flight Safety & HSE..... 0300-2138183	

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	<ul style="list-style-type: none"> • GM Central Control.....0300-8231270 • Chief Medical Officer.....0333-2132186 • GM Security.....0300-8278287 • DGM Emergency Response Planning.....0301-8255545 • Any other relevant executive / person 	
3	<p>If possible, obtain the following information from the Pilot-in-Command of the flight:</p> <p><i>(Where it is not possible to get this information while the flight is in operation request that the Pilot-in-Command contact you immediately after the flight has landed at the arrival or diversion station.)</i></p> <ul style="list-style-type: none"> a. What occurred? <i>A brief description of the event including the stage of the flight in which the event occurred.</i> b. Passenger reaction c. Did the Flight Crew or Cabin Crew communicate information to the passengers? If so, what information was communicated? d. Were there any problems or concerns implementing procedures to handle the medical emergency? e. Did on board medical volunteers assist in handling the emergency? f. Did medical personnel meet the flight? g. Was the passenger taken to a hospital for treatment? 	
4	Decision to activate the ERC will be given by the Emergency Director after consulting the above / relevant Executives. If it is decided to activate the Emergency Response Centre, notify the members of the Emergency Response Team through Contact Centre.	
5	Notify the station of the incoming aircraft and nature of the situation onboard.	
6	If advised by the Emergency Director, advise Passenger Service Rep at Situation Room to Lockout the Manifest / Reservation Record.	
7	<p>For arrivals in USA, contact:</p> <p>JFK International Airport Room 2339 Int'l Arrivals Bldg. Terminal 4-E Jamaica, NY 11430-1081 (718) 553-1685 (718) 553-1524 (fax)</p>	

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	Hours: 6:00 AM–10:00 PM, Mon–Fri 12:00 PM–8:00 PM, Sat, Sun, holidays	
8	Monitor the situation through regular reports.	
9	Provide the Emergency Director with regular updates.	

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9.12.2 Public Health Emergency Checklist for Emergency Director (ED)

Overall responsibility for emergency response and for directing the activities of the Public Health Emergency Response Team (PHERT).

Advise senior management of the impact of the emergency on the company's operations and make relevant recommendations.

If so required, advise the Situation Room / Reservations & Pax Svs Divisions) to lock in passenger information or for notifying the operating air carrier to do so when required.


No	Action Item	Time
1	Convene a meeting with the representatives responsible for responding to a public health emergency.	
2	Verify the details of the emergency.	
3	Determine whether it will be necessary to open the Emergency Response Centre.	
4	Initiate a conference / telephone call with the airport(s) involved in the emergency.	
5	If appropriate for this emergency, , notify Situation Room, the Reservation and Passenger Service and IT departments to lock in passenger information. Accordingly advise the Handling Agent as involved at Foreign Stations.	
6	If necessary, arrange to open the Call Centre and notify the IT & Sales Departments accordingly	
7	For arrivals in USA, confirm if the following has been informed by the Situation Room / Station: JFK International Airport Room 2339 Int'l Arrivals Bldg. Terminal 4-E Jamaica, NY 11430-1081 (718) 553-1685 (718) 553-1524 (fax) Hours: 6:00 AM–10:00 PM, Mon–Fri 12:00 PM–8:00 PM, Sat, Sun, holidays	
8	Monitor developments and advise immediate supervisor as often as required.	

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9.12.3 Public Health Emergency Checklist for CMO / Medical Member

- Initiate and maintain contact with all appropriate health authorities.
- Established point of contact for the IATA Medical Advisor.
- Make appropriate recommendations applicable to specific departments of the company, based on information received from the health authorities.

No	Action Item	Time
1	Contact the appropriate health authorities.	
2	Contact the IATA Medical Advisor / WHO as appropriate.	
3	Contact the PIA Medical Officer closest to the airport(s) where the emergency is in effect.	
4	If appropriate for the emergency, contact the hospital(s) that are receiving passengers in order to obtain relevant information.	
5	Determine whether there is a requirement to quarantine the people or any personnel / equipment.	
6	Determine whether there is a requirement to disinfect the aircraft.	
7	Advise the Emergency Director of the actions required.	
8	Advise Engineering Department of the actions required and to ensure that the aircraft is properly disinfected.	
9	Assist Public Relations / Emergency Director with press releases as required.	
10	If necessary, advise Flight Operations and Flight Services of the requirements for medical examinations for crewmembers.	

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9.12.4 Public Health Emergency Checklist for Public Relations Member


External Communications

- Initiate and maintain liaison with counterparts at the appropriate health authorities, as well as any other agencies that may be involved.
- Act as established point of contact for IATA Corporate Communications representatives.
- Manage all communications to the media including the distribution of press releases as required with the approval of Emergency Director.
- Keep the Emergency Director informed of significant developments in the media.
- Ensure the establishment of a communication channel that could be used by the general public to contact the air carrier. For example, publish a toll free number or establish a Call Centre that could manage enquiries from the families of passengers caught up in a public health emergency.
- Arrange posting of appropriate communications on the company web site.

Internal Communications

- Communicate all necessary information to internal staff.

No	Action Item	Time
1	Establish liaison with spokesperson for appropriate health authorities, the airports and any other agencies that may be involved.	
2	Coordinate with IATA Communications representative.	
3	Determine who the corporate spokesperson(s) will be.	
4	Brief the corporate spokesperson(s).	
5	Draft necessary press releases and review them with the Chairman & CEO and Emergency Director (ED) and the Chief Medical Officer.	
6	Confirm with the ED every time a press release has been released.	
7	Monitor ongoing press coverage and inform ED of any developments in the media.	
8	Assist human resources in communicating all necessary information to internal staff.	

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9.12.5 Public Health Emergency Checklist for Flight Operations Member

- Communicate relevant details (i.e. as they affect Flight Operations) of the emergency to pilots.
- Review procedures relating to onboard medical emergencies and advise operational flight crew accordingly.
- Ensure that flight crews laying over in affected areas (if applicable) have been provided with necessary guidance and have access to any assistance required.
- Closely monitor crew scheduling to try and avoid last minute crew manning problems.

No	Action Item	Time
1	Ensure that all relevant information concerning the emergency has been communicated to the company pilots.	
2	For an international public health emergency (e.g. Avian Flu), review procedures relating to onboard medical emergencies and advise pilots accordingly.	
3	Ensure that flight crew staying over in affected areas have been provided with necessary guidance and have access to any assistance required.	
4	Maintain close contact with crew scheduling to try and avoid last minute crew manning problems.	
5	For a specific onboard medical emergency, contact the operating crew and ensure they get any necessary assistance (peer support team, employee assistance, etc.).	
6	When required, discuss the need for medical examinations with the Chief Flight Surgeon / Chief Medical Officer and have arrangements made as required.	
7	In situations where the crew is to be released from duty, ensure that Crew Scheduling is contacted.	

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9.12.6 Public Health Emergency Checklist for Flight Services Member

- Communicate relevant details (i.e. as they affects Flight Services) of the emergency to cabin crew.
- Review procedures relating to onboard medical emergencies and advise cabin crewmembers accordingly.
- Ensure that cabin crews laying over in affected areas (if applicable) have been provided with necessary guidance and any assistance required.
- Ensure that the catering function is not interrupted.
- Closely monitor crew scheduling to try and avoid last minute crew manning problems.

No	Action Item	Time
1	Ensure that all relevant information concerning the emergency has been communicated to the company cabin crew.	
2	For an international public health emergency (e.g. Avian Flu), review procedure relating to onboard medical emergencies and advise cabin crew accordingly.	
3	Ensure that cabin crew laying over in affected areas have been provided with necessary guidance and have access to any assistance required.	
4	Maintain close contact with Crew Scheduling to try and avoid last minute crew manning problem.	
5	For a specific onboard medical emergency, meet the aircraft or, if impossible, contact the operating crew and ensure they any necessary assistance (peer support team, employee assistance, etc.).	
6	When required, discuss the need for medical examinations with the medical representative and have arrangements made as required.	
7	In situations where the crew is to be released from duty, ensure that Crew Scheduling is contacted.	
8	If it is necessary to quarantine any equipment involved in the incident (O ₂ bottles, medical kits, galley equipment), ensure that the appropriate parties have been notified and arrangements have been made.	

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9	If so required, inform Flight Kitchen / Food Services to check further food supplies likely to be affected before onward loading / serving flights. Food Handlers for other relevant flights should also be advised to vigilantly check for the same.	
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9.12.7 Public Health Emergency Checklist for Passenger Services Member

- Ensure the clear flow of relevant information to and from all stations.
- Advise the stations according to their location and according to the information received from the Medical Representative.
- Keep the Emergency Director informed of the situation in the different stations.
- Instruct the stations directly involved in the emergency to lock passenger information in the reservations systems of both the operating and marketing carriers and, in the case of code sharing, to secure copies of appropriate passenger manifests.

No	Action Item	Time
1	For an international public health emergency (e.g. Avian Flu), ensure that all relevant information goes to and is received from all stations.	
2	Transmit information received from the Medical Representative to stations as appropriate to their location.	
3	Maintain close contact with stations in affected areas.	
4	Keep the Emergency Director informed of the situation at the different stations.	
5	For the arrival station of an aircraft with a specific onboard emergency, verify the details of the medical emergency.	
6	With the assistance of the Medical Representative, determine whether it will be necessary to quarantine any personnel / equipment and advise the station accordingly.	
7	Ensure that personnel have been properly briefed and are available to meet the aircraft.	
8	Ensure that the station has arranged for the passengers, crewmembers, cargo and baggage to remain on the aircraft until permission has been received from medical personnel to disembark passengers and offload cargo and baggage.	
9	Determine if it is necessary to open the Survivors Reception Centre and / or Relatives & Meeters Centre etc.	
10	If so needed and advised by the Emergency Director, ensure that Passenger Manifest has been locked and advise stations to coordinate with Handling Agents for preventing its release to any one without the permission of ERC.	

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11	If so required, inform Flight Kitchen / Food Services to check further food supplies likely to be affected before onward loading / serving flights. Food Handlers for other relevant flights should also be advised to vigilantly check for the same.	
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9.12.8 Public Health Emergency Checklist for Engineering Member

- Continue regular activities and adapt any special procedures that are recommended by the Medical Representative as a result of information received from the public health authorities.
- If responsible for cleaning aircraft, ensure that aircraft have been properly disinfected when required and employ the methods and disinfectants recommended by the Medical Representative and the aircraft manufacturers.
- Ensure that personnel are properly protected and briefed.


No	Action Item	Time
1	For an international public health emergency (e.g. Avian Flu), Maintenance continues its regular activities and adapts any special procedures that are recommended by the Medical Representative as a result of information received from the public health authorities.	
2	If disinfection of an aircraft is required, ensure that personnel are using methods and disinfectants recommended by the Medical Representative and the aircraft manufacturers.	
3	Ensure that personnel involved in disinfecting the aircraft are provided with appropriate protective clothing and are properly briefed.	
4	Notify the Emergency Director when the aircraft has been disinfected.	

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9.12.9 Public Health Emergency Checklist for Cargo Member

- Implement any recommendations made by the Medical Representative and the Public Health Authorities.
- When required, ensure safe and rapid transport of diagnostic specimens.
- Keep in mind that refusal to carry diagnostic specimens, may result in strong possibility that such specimens will be carried anyway but not declared. This may represent a much more serious hazard than a properly packaged and labeled specimen.


No	Action Item	Time
1	For an international public health emergency (e.g. Avian Flu), Cargo continues its regular activities and adapts any special procedures that are recommended by the Medical Representative as a result of information received from the public health authorities.	
2	When required, Cargo should ensure safe and rapid transport of diagnostic specimens.	

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9.12.10 **Public Health Emergency Checklist for Security Member**

- Communicate changes to the electronic transmission of Advance Passenger Information or manual data collection required by governments in the event of a public health emergency.
- Liaise with governments’ border control agencies to facilitate a two-way flow of information between the air carrier and governments on emerging entry requirements.
- Work with government agencies to mitigate the impact of additional data collection on member airlines.
- Ensure any changes to passenger data collection requirements are communicated to the relevant internal department in order to facilitate the timely collection and transmission of such data.


No	Action Item	Time
1	Establish liaison with relevant immigration / customs authorities to ascertain additional advance passenger information requirements	
2	Establish liaison with relevant immigration / customs authorities to determine additional entry requirements for passengers and crew (such as certificates of vaccination)	
3	For arrivals in USA, confirm if the following has been informed by the Situation Room / Station: <div> JFK International Airport Room 2339 Int'l Arrivals Bldg. Terminal 4-E Jamaica, NY 11430-1081 (718) 553-1685 (718) 553-1524 (fax) </div> Hours: 6:00 AM–10:00 PM, Mon–Fri 12:00 PM–8:00 PM, Sat, Sun, holidays	
4	Communicate additional requirements to Passenger Services	
5	Ensure travel restrictions / additional data requirements communicated to Sales & Passenger Services.	

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9.12.11 Public Health Emergency Checklist for Station Management

- Implement directives provided by the Emergency Response Centre (ERC).
- Liaise with local airport authorities and ensure that the ERC is briefed on how the emergency is developing and on any relevant rules at the local airport.
- Ensure that copies of all passenger manifests are kept for the minimum period recommended by the public health authorities for that particular emergency (if using a Departure Control System). Do not release the Passenger Manifest & Reservation Record to press / any one without the permission of Emergency Director / Emergency Response Centre (ERC).
- Follow the below checklist when advised of a flight with a suspected communicable disease onboard.

No	Action Item	Time
1	Whenever notified of an incoming aircraft with a medical emergency onboard, obtain as much information as possible from the source of the information (Pilot-in-Command, Flight Dispatch, Situation Room etc.	
2	Notify the Airport Authority of the in-bound medical emergency.	
3	Determine if necessary to set up communication with Situation Room	
4	Ensure personnel are properly briefed and are available to meet aircraft with the necessary equipment.	
5	Instruct staff members to ensure that passengers remain seated so that medical personnel can reach the passenger(s).	
6	Ensure the passengers, crewmembers, cargo, baggage, water and food remain on the aircraft until permission has been received from medical personnel to disembark passengers and offload cargo and baggage.	
7	Arrange quarantine protocol as required (personnel / equipment).	
8	If a lengthy delay is anticipated in disembarking passengers, consider opening a Relatives & Meeters Centre.	
9	If required, set up Survivors Reception Centre to receive disembarking passengers and register them. Also consider activating Family Assistance Centre etc. as per the need.	

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10	If station is in an affected area of an international public health emergency (e.g. Avian Flu), cooperate with the local airport and public health authorities.	
11	If station is in an affected area of an international public health emergency (e.g. Avian Flu), keep the Passenger Services Rep at Emergency Response Centre / Emergency Director fully informed of the local situation.	
12	If so required, inform Flight Kitchen / Food Services to check further food supplies likely to be affected before onward loading / serving flights. Food Handlers for other relevant flights should also be advised to vigilantly check for the same.	

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9.12.12 Public Health Emergency Checklist for Legal Member

- Provide input on any legal aspects of contact with the media and regulatory agencies.
- Support internal departments relating to liability issues resulting from a public health emergency.
- Provide general support to all company departments as required.

No	Action Item	Time
1	Assist Emergency Director & Public Relations with Press Releases and contacts with regulatory agencies.	
2	Support General Claims (or equivalent) in addressing passenger / shipper claims for delays arising from emergency response procedure and compliance with quarantine and or sanitary regulations.	
3	Work with Insurance to assess potential liabilities.	
4	Support all company departments as required.	

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9.12.13 Public Health Emergency for Insurance Member

- Analyze how employees, agents and customers might be affected by a public health emergency.
- Ensure that insurance coverage is available.
- Ensure that Senior Management is aware of potential liabilities.

Public Health Emergency Response Checklist

No	Action Item	Time
1	Analyze airline exposure to its employees, agents and customers created by the emergency and / or the emergency response.	
2	Identify that insurance coverage is available.	
3	Make required notification to insurers.	
4	Identify and implement mitigation measures.	
5	Document all expenses incurred for purposes of insurance recovery.	
6	Advise Senior Management as and when necessary.	

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9.12.14 PHE Checklist for Human Resources Member

- Provide support to all company departments as required, particularly with regards to Policies and Personnel Services.
- Put a system in place to ensure that all employees may be located in the event of an emergency.

No	Action Item	Time
1	Locate and account for all affected employees.	
2	If appropriate, keep contact with families of employees on business travel.	

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9.12.15 Public Health Emergency Checklist for Finance Member

Make special provisions for budget, accounting and purchasing purposes if required.

No	Action Item	Time
1	Identify costs associated with emergency: supplies / equipment, communication, transportation, quarantine, treatment, business interruption, etc.	
2	Is emergency funding necessary and how much?	
3	Is actual cash necessary?	

9.12.16 Public Health Emergency for Procurement & Logistics Member

Ensure rapid procurement of all necessary equipment (for example biohazard Kits, gloves, masks etc.) as required by the different company departments.

No	Action Item	Time
1	Help Identifying costs associated with emergency: supplies / equipment, communication, transportation, quarantine, treatment, business interruption, etc.	
2	Procurement of all necessary equipment (for example biohazard Kits, gloves, masks etc.) specific to a public health emergency	

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9.13 PHE – USEFUL CONTACT NUMBERS

9.13.1 Useful Contact Numbers


No	Organization	Contact
1	International Air Transport Association (IATA)	Montreal Head Office Phone: +1 514 874 0202, Fax: +1 514 874 9632 Geneva Executive Offices Geneva, Switzerland Phone: +41 22 770 2525, Fax: +41 22 798 3553 Corporate Communications Tel: +41 22 770 29 60, Fax: +41 22 770 26 41 E-mail: corpcomms@iata.org , Home page: http://www.icao.org
2	ICAO	Tel.: +1 514-954-8219 Fax: +1 514-954-6077 SITATEX: YULCAYA E-Mail: icaohq@icao.int www.icao.org
3	World Health Organization (WHO)	Tel: (+ 41 22) 791 21 11 Fax: (+ 41 22) 791 3111 Telex: 415 416 Telegraph: UNISANTE GENEVA E- Mail: info@who.int Media enquiries Tel: (+ 41 22) 791 22 22 E-mail mediainquiries@who.int http://www.who.int
4	Blake Emergency Services	Tel: +44 (0) 1298 815786 Fax: +44 (0) 1298 815381 Email: info@blakeemergency.com
5	International SOS	Tel: 44 (0)20 8762 8008 Fax: 44 (0)20 8748 7744
6	Federal Health Ministry S. Anwer Mehmood Secy Health } Mohsin Raja Joint Secy } Maj Gen (R) Shahid Malik Dr. Ather Saeed Chief Health Officer	(+92-51) 9201833 (+92-51) 9202391 (+92-51) 9205464

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9.13.2 Public Health Emergencies Response Team

S No	Name & Designation	Contact
1	PHERT Executive Team	
1.1	Anwaar Rasul Khan SVP Coordination (Emergency Director)	Cell:+92-300-8228250 Off: +9221-4674216, 9242305 Res:+9221-5892536 Fax:+9221-9242345 SITA: KHIDUPK E-mail: khidupk@piac.com.pk
1.2	Dr. Abdul Qadir A. Akhund Chief Medical Officer	Cell: +92-333-2132186 Off: +9221-467-3277, 9242374, 4549797 Res: +9221-5877318 Fax: +9221-4572510 SITA: KHIGMPK E-mail: khigmpk@piac.com.pk
1.3	Dr. Abdul Qadir A. Akhund Chief Flight Surgeon	Cell: +92-333-2132186 Off: +9221-467-3277, 9242374, 4549797 Res: +9221-5877318 Fax: +9221-4572510 SITA: KHIGMPK E-mail: khigmpk@piac.com.pk
1.4	Col. Mansoor Akram General Manager HSE	Cell: +92-301-8264424 Off: +9221-4673124 Res: N/A Fax: 9221-9242322 SITA: KHIOFPK E-mail: mansoor.akram@piac.com.pk
1.5	Capt. Hassan Jaffery General Manager Public Relations	Cell: +92-300-8209324, 9266428 Off: +9221-467-4109, 4066 Res: +9221-4526370 Fax: +9221-4575969 SITA: KHISRPK E-mail: khisrpk@piac.com.pk
1.6	Tariq Moen Deputy General Manager Emergency Response Planning	Cell: +92-301-8255545 Off: +9221-467-4890, 9242232 Res: +9221-021-4619792 Fax: +9221-9242258 SITA: KHIERPK E-mail: tariq.moen@piac.com.pk

2	PHERT Core Members	
2.1	Capt. Sohail Tayeb Chief Pilot Planning & Scheduling, Flight Operations	Cell: +92-300-8280581 Off: +9221-46770-4439, 3735 Res: +9221-5850503 Fax: +9221-4570895 SITA: KHIOIPK E-mail: khioipk@piac.com.pk
2.2	Zulfiqar Mirza General Manager Flight Services	Cell: +92-300-8223631 Off: +9221-467-4222, 4674885 Res: +9221-9230521 Fax: +9221-4571976 SITA: KHIHZPK E-mail: khihzpk@piac.com.pk
2.3	Maqsood Ahmed Chief Engineer Line Maintenance	Cell: +92-301-8233300 Off: 9221-467-5323, 4570 Res: +9221-4519898 Fax: +9221-9242355 SITA: KHITYPK E-mail: khitypk@piac.com.pk
2.4	Mazhar Z. Kiyani General Manager Passenger Services	Cell: +92-300-8214399 Off: + 9221-467-4345, 4355 Res: N/A Fax: +9221-9242511 SITA: KHINZPK E-mail: khinzpk@piac.com.pk
2.5	Shahid Latif General Manager Cargo	Cell: + 92-300-8268187 Off: +9221-4674696, 4571844 Res: +9221-5341581 Fax: +9221-4674017 SITA: KHIFYPK E-mail: khifypk@piac.com.pk
2.6	Lt. Col. Moin Rauf General Manager Security	Cell: +92-300-8278287 Off: +9221-467-4657, 4948 Fax: +9221-9242334 SITA: KHICGPK E-mail: khicgpk@piac.com.pk
2.7	Arif Sultan General Manager Central Control	Cell: +92-300-8231270 Off: +9221-467-4278, 4415 Res: +9221-4902223 Fax: +9221-4575118 SITA: KHIOCPK E-mail: arif.sultan@piac.com.pk

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3	PHERT Support Members	
3.1	Suhail Mahmud DGM Manager Legal Services	Cell: Off: +9221-4674701, 4674756 Res: +9221-4570805 Fax: +9221-9242283 SITA: KHIQVPK E-mail: khiqvpk@piac.com.pk
3.2	Sajjad Ahmed Manager Insurance	Cell: +9221-0300-2487512 Off: +9221-4673228 Res: +9221-5693822 Fax: +9221-9242236 SITA: KHIAHPK, KHIAIPK E-mail: khiahpk@piac.com.pk
3.3	Muhammad Fayyaz Manager Industrial Engineering	Cell:+92-300-2623013 Off: +9221-4674525 Res: +9221-4632416 SITA: KHIGFPK E-mail: khigfpk@piac.com.pk
3.4	Israr Hussain DGM Funds Management	Off: +9221-4674214 Res: +9221-4610849 Fax: +9221-4673196 SITA: KHIANPK E-mail: khianpk@piac.com.pk
3.5	Sheikh Mubashir Zaman DGM Head Office Payments	Cell: +92-300-2391026 Off: +9221-4674406 Res: +9221-9251129 Fax: +9221-4673191 SITA: KHISWPK E-mail: khiswpk@piac.com.pk
3.6	Ali Shahid DGM Purchases Commercial	Cell: N/A Off: +9221-467-3272, 5379 Res: + 9221-4556123, 4555267 Fax: +9221-4570120 E-mail: mpc@piac.com.pk

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Emergency Response Manual)	CIVIL AVIATION AUTHORITY	Edition 02/Rev 00 February 2007

10.1 Civil Aviation Authority		
DGCAA	Cell No	-
	Tel Office	9248720-21, 9248778 ext 7710
	Tel Home	5881231-32
	Fax No	9248722
	Telex	OPHQYAYX
	E-mail	-
Dy. DG CAA	Cell No	-
	Tel Office	9248724
	Tel Home	4536456, 4532838
	Fax No	9248725
	Telex	OPHQYAYB
	E-mail	-
Director Ops CAA	Cell No	0300-9423376
	Tel Office	9248745, 9248778 EXT 7537
	Tel Home	9248571
	Fax No	9248744
	Telex	OPHQYAYO
	E-mail	-
President SIB, CAA	Cell No	-
	Tel Office	9248245
	Tel Home	48517902, 8137544
	Fax No	9248015
	Telex	OPHQAYL
	E-mail	-
GM RFFS CAA	Cell No	0300-4585331
	Tel Office	9248749
	Tel Home	9248498
	Fax No	-
	Telex	OPHQZXFS
	E-mail	-

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Emergency Response Manual)	CIVIL AVIATION AUTHORITY	Edition 02/Rev 00 February 2007

10.1 Civil Aviation Authority		
APM JIAP	Cell No	-
	Tel Office	9248690
	Tel Home	4595856
	Fax No	9248146
	Telex	OPKCYDYX
	E-mail	
APM IIAP	Cell No	
	Tel Office	051-9280337
	Tel Home	051-4444159
	Fax No	051-9280339
	Telex	OPRNYDYX
	E-mail	
APM AIIAP	Cell No	
	Tel Office	042-9240508
	Tel Home	042-5717584
	Fax No	042-6611507
	Telex	OPLAYDYX
	E-mail	
ACC KHI	Cell No	
	Tel Office	9248778 EXT 7587, 9248101
	Tel Home	
	Fax No	
	Telex	OPKCZRZA
	E-mail	
ACC LHE	Cell No	
	Tel Office	042-9240601-15
	Tel Home	
	Fax No	
	Telex	OPLAZRZA
	E-mail	
HQ CAA 24 HOURS OPERATION	Cell No	
	Tel Office	9248778, 9248121
	Tel Home	
	Fax No	
	Telex	OPHQYFYX
	E-mail	

10.1 Civil Aviation Authority		
KHI – ATC		9248778 EXT 7326, 7402
		OPKCZTZX (TOWER)
KHI – FIRE STATION		
		4672222
		9248778 EXT 7222
ISB – ATC		CFRO 9248873
		051-9280300 THR. EXCHANGE
ISB – FIRE STATION		
		051-9280342
LHE – ATC		042-9240601
		OPLAZTZX
LHE – FIRE STATION		
		042-9220541
		CFRO
PEW – ATC		THR. EXCHANGE
		091-9211525
PEW - – FIRE STATION		OPPSZTZX
		CFRO 091-5278556
UET – ATC		
		081-880213
UET - – FIRE STATION		OPQTZTZX
LYP – ATC		
		041-678719
LYP - – FIRE STATION		OPFAZTZX
		THROUGH EXCHANGE

MUX – ATC		061-9200301
		OPMTZTZX
MUX - – FIRE STATION		THROUGH EXCHANGE
SKZ – ATC		071-31201
		OPSKZTZX
SKZ - – FIRE STATION		THROUGH EXCHANGE

Location / Premises	Contact
CAA Fire Service Extensions at all Domestic Airports	Ext 2222 / 222

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10.2 PIA Management		
Tariq Kirmani Chairman & CEO	Cell No	-
	Tel Office	+9221-4674666, +9221-4578700, 4575900
	Tel Home	-
	Fax No	+9221-4575250
	Telex	KHIDBPK
	E-mail	khidbpk@piac.com.pk
Lt. Col. Mahmood Ahmed S.A to Chairman (E)	Cell No	+92-300-8231246
	Tel Office	+9221-4674189, 4571797
	Tel Home	+9221-9247539, 4901030
	Fax No	+9221-4573307
	Telex	KHIDEPK
	E-mail	khidepk@piac.com.pk
Umer Ghafoor Deputy Managing Director	Cell No	+9221-300-8226241
	Tel Office	+9221-4673002, 4620, +9221-9242372
	Tel Home	+9221-5850392-3
	Fax No	+9221-9242368, 9242333
	Telex	KHIDMPK
	E-mail	khidmpk@piac.com.pk
Muhammad Abdul Aleem Chief Financial Officer	Cell No	+92-333-5311000
	Tel Office	+9221-4673636, 9242302
	Tel Home	+9221-5387215, 5880591
	Fax No	+9221-9242346
	Telex	KHIDKPK
	E-mail	Khidkpk@piac.com.pk

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10.3 Senior Vice Presidents		
Wasim Bari Human Resources & Administration	Cell No	+9221-300-8221362
	Tel Office	+9221-9242344
	Tel Home	+9221-5878948
	Fax No	+9221-9242290
	Telex	KHIGOPK
	E-mail	khigopk@piac.com.pk
Anwaar Rasul Khan Coordination	Cell No	+9221-300-8228250
	Tel Office	+9221-9242305
	Tel Home	+9221-5892536
	Fax No	+9221-9242345
	Telex	KHIDUPK
	E-mail	khidupk@piac.com.pk
Shahnawaz Rehman Financial Monitoring & Appraisal	Cell No	+9221-300-8226213
	Tel Office	+9221-4570147
	Tel Home	+9221-8111946
	Fax No	+9221-4570147
	Telex	KHIDVPK
	E-mail	khidvpk@piac.com.pk
Capt. Shahnawaz Dara Flight Safety & HSE	Cell No	+9221-300-2138183
	Tel Office	+9221-4674484, 4573718
	Tel Home	+9221-9243585
	Fax No	+9221-4513718
	Telex	KHIOFPK
	E-mail	khiofpk@piac.com.pk
AVM Iftikhar Ahmed Gul Engineering	Cell No	+9221-300-8242337
	Tel Office	+9221-4674365, 4673141 +9221-9242509
	Tel Home	-
	Fax No	+9221-4675502
	Telex	KHIMZPK
	E-mail	khimzpk@piac.com.pk
Arif Majeed Finance	Cell No	+9221-300-8223628
	Tel Office	+9221-4674138, 4673164, +9221-9242244
	Tel Home	+9221-2254524
	Fax No	+9221-9242370
	Telex	KHIAZPK
	E-mail	khiazpk@piac.com.pk

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10.3 Senior Vice Presidents		
Umer Ghafoor Flight Services	Cell No	+9221-300-8226241
	Tel Office	+9221-4673414, 4673516 +9221-4588898
	Tel Home	+9221-5850392-3
	Fax No	+9221-4571517
	Telex	KHIDRPK
	E-mail	khidrpk@piac.com.pk
Capt. S.Furquan Ahmed Flight Operations	Cell No	+9221-301-8297774
	Tel Office	+9221-4674686, 4674454 +9221-9242313
	Tel Home	-
	Fax No	+9221-9242328
	Telex	KHIOMPK
	E-mail	khionpk@piac.com.pk
Nadeem Ikram Information Technology	Cell No	+9221-300-8275473
	Tel Office	+9221-4673554, 4673140 +9221-4573550
	Tel Home	+9221-4555207
	Fax No	+9221-4673024
	Telex	KHIIDPK
	E-mail	khiidpk@piac.com.pk nadeem.ikram@piac.com.pk
Kamran Hasan Sales	Cell No	+9221-300-8220742
	Tel Office	+9221-4674763, 4673129 +9221-4571360
	Tel Home	+9221-5851749
	Fax No	+9221-9242503
	Telex	KHISZPK
	E-mail	khiszpk@piac.com.pk
Capt Javed Khan Quality Assurance	Cell No	+9221-300-8204789
	Tel Office	+9221-4674910, 4588894
	Tel Home	+9221-5895885
	Fax No	+9221-4585655
	Telex	KHIDQPK
	E-mail	khidqpk@piac.com.pk

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10.3 Senior Vice Presidents		
AVM Muhammad Rafi PEC	Cell No	+9221-300-8270876
	Tel Office	+9221-4570601
	Tel Home	+9221-48512663
	Fax No	+9221-4572695
	Telex	+9221-KHIEZPK
	E-mail	khiezpk@piac.com.pk


Brig. (R) Sajid Imtiaz Hussain G.M. Projects	Cell No	+9221-321-4455135
	Tel Office	+9221-4674640, 4788
	Tel Home	+92-42-6610456
	Fax No	+9221-4674644
	Telex	KHIGKPK
	E-mail	khigkpk@piac.com.pk

10.4 PIA Tool Free Numbers

Country	PIA Toll Free Numbers
Pakistan	111-786-786
Saudi Arabia	800-844-0524
UAE	8000-441-1270
United Kingdom	0-800-587-1023
USA	1-800-578-6786
Canada	1-800-578-6786
France	0800-90-5350

10.5 PIA Head Office Exchanges

Office	Number
Admin Exchange – Karachi	+(92-21) 457-2011
Engineering Exchange – Karachi	+(92-21) 457-6881

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10.6 Psychologist

Psychologist		
Dr. Anila Amber	Cell No	0300-2403765
	Tel Office	9243131/2283
	Tel Home	4821237
	Fax No	-
	Telex	
	E-mail	-
Dr. Unaiza Niaz	Cell No	-
	Tel Office	48594690-1
	Tel Home	5838130, 5878934
	Fax No	-
	Telex	-
	E-mail	-
Dr. Habiba Habib (IBP)	Cell No	-
	Tel Office	-
	Tel Home	5841713-4
	Fax No	5841703
	Telex	-
	E-mail	-

10.7 Government of Pakistan

Government of Pakistan (Islamabad)	Phone No. (051)
Presidential Secretariat	9206060-9
Prime Minister Secretariat	9206111
Cabinet Secretariat	9202750
Ministry of Commerce	9205708
Ministry of Communication	9205747
Ministry of Culture	9205993
Ministry of Sports	9205993
Ministry of Defence	5566203
Ministry of Education	9205835
Ministry of Finance	9205637
Ministry of Economic Affairs	9209769
Ministry of Food & Agriculture	2828369
Ministry of Live Stock	9204574
Ministry of Foreign Affairs	9207917
Ministry of Health	9201602
Ministry of Special Education	9205110
Ministry of Urban Affairs	2224579
Ministry of Industries	211709
Ministry of Interior	9201213
Ministry of Narcotics	9202967
Ministry of Kashmir Affairs	9201014
Ministry of labour	9201801
Ministry of Labour & Manpower and Overseas	9205704

Government of Pakistan (Islamabad)	Phone No. (051)
Ministry of law justice and Parliamentary Affairs	9207354
Ministry of Local Govt. & Rural Dev.	9202407
Ministry of Petroleum & Natural Resources	9208307
Ministry of Planning & Dev.	9207674
Ministry of Population & Welfare	9206814
Ministry of Production	9207582
Ministry of Railway	9201873
Ministry of Religious Affairs	9201873
Ministry of Science & Technology	9201050
Ministry of Water & Power	9209624
Ministry of Women's Dev.	9206328
A.J & K Council Secretariat	9209650, 9206791
Banker's Equity Limited	275596
Bomb Disposal Unit	565797
Bureau of police Research & Dev.	256553-4
Cabinet Secretariat	9202980
C.D.A	9209006
Civil Aviation Authority	5590011-16
Collect orate of Customs & Excise	453156, 429329
C.M.H	5561-32601-5
D.G.Civil Defence	9202077
F.W.O.H.Q	5566616
G.H.Q	5561-30236
Intelligence Bureau	9206341

Government of Pakistan (Islamabad)	Phone No. (051)
Islamabad Airport	5591071, 2875041
O.P.F	9203267, 9202457
P.B.C (H.Q)	81003399, 816333
P.I.M.S	859511-19
P.I.N.S.T	4411924
P.P.O.D.G	254453
Pakistan Railway	562515, 565767-8
P.S.U.A.R.C	2250399, 2215891-2
P.T.V	9202461
P.T.D.C	828814, 811001
Parliamentary Affairs Division	2824206
Police Department	2234115-8
P.I.D	9201620
P.H.E.D	426191
Securities & Exchange Commission of Pakistan	9207091
Statistics Division	211406
Survey of Pakistan	840208-09
U.S.C.P	2829707

Government of Pakistan	Phone No.
Ch. Pervaiz Elahi Chief Minister of Punjab	042-9203222-3
Dr. Arbab Ghulam Rahim Chief Minister of Sindh	021-9202051, 9202004, 9202002
Akram Khan Durrani Chief Minister of NWFP	091-9211719
Jam Muhammad Yousaf Chief Minister of Balochistan	081-9201173, 9202757
General Ehsanul Haq Chairman, Joint Chief of Staff Committee	56131905
General Ahsan Saleem Hayat Vice Chief of Army Staff	9270009
Admiral Muhammad Afzal Tahir Chief of Naval Staff	9261836
Air Chief Marshal Kaleem Saadat Chief of Air Staff	5567977

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10.8 Karachi

CIVIL ADMINISTRATION	Phone No. (021)
Syed Mustafa Kamal City Nazim	923240 / 9232400 Off 6645198 Res
Capital Police Chief	9212652-53 Off 5830576 Res
AMBULANCE SERVICES	Phone No. (021)
Edhi Head Office	2413232
Edhi Emergency Centre	2310066 / 2310077
Edhi Ambulance	115
Fatmid Foundation	2225284 / 2253323 / 2258656
St. John Ambulance	2250600 / 2250500
Red Crescent	5833973 / 5836281 / 2253259 0320-4309033
Al-Mustafa Welfare Trust	6337810 / 4966537
Alamgir Welfare Trust	4852055
HOSPITALS	Phone No. (021)
Jinnah	9201300-28
Civil	9215961 / 9215740
Liaquat National	4939612 / 4932287 Fax
Abbasi Shaheed	6617942 – 9
C.M.H. Malir	4956152 – 53
Agha Khan	4930051
Miscellaneous	Phone No. (021)
CPCL	431010 / 5682222 – 136
Bomb Disposal Squad	9215661
Incharge Bomb Disp. Squad	9215665
Civil Defence Bomb Squad	2728972
Civil Defence	9215667

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Karachi	Phone No. (021)
Hilal-e-Ahmar	221359
Chambers of Commerce & Industry	2416091, 2415435
Civil Secretariat	2632075
Export Promotion Bureau	111-444-111
Fatmid Blood Transfusion	2225284
Hospital Civil(casualties)	2729719, 2729720-7
Hospital services (Casualties)	2724943
Police Emergency	15
Police Railway Station (City)	2419814
CAA Flight Enquiry	114
PIA Reservation	111-786-786
Passport Office	5684351
PTV	4931001
Pakistan Tourism Dev. Corp.	5678334
Radio Pakistan	2720761
Railway Enquiry	117
Sui Gas Complaints	119, 4934881
Telephone Enquiry	17
Telephone Complaints	18
Trunk Overseas Booking	102
Trunk inland Enquiry	103
Phonogram	116
Overseas Booking	0102
Overseas Enquiry	0104
Weather (Enq)	4572811

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10.9 Fire Services

Location / Premises	Contact
PIA Fire Station Karachi	467- 4555
Fire Emergency Help Line	16 (24 Hrs)
Chief Fire Officer KMC	9215652 (Off Hrs)
Chief Fire Officer KMC	9215002 (24 Hrs)
Fire – Shah Faisal Colony	9248037
Fire Malir	4112599
Fire Landhi	5015888 / 5014396
Fire KPT	2854121
Fire SITE	2562245
PIA Fire Station Lahore Airport	9034-4355
PIA Fire Section Lahore Town Office	9036-2555
PIA Fire Section Islamabad A/P	902-4333
City Fire Services in Pakistan PTCL	16
City Fire Service U-Fone	16
Rescue 1122 Lahore	1122
WDI Rescue Team Karachi	4623449 0300-8202034
Helicopter Pak Navy	48503504

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10.10 Pakistan Coast Guard

Location / Premises	Contact
Karachi G2 Ops.	+9221-9215251-2
Pasni	+9863-210957
Gawadar	+9864-210053-4

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10.11 Miscellaneous

Dangerous Goods		
Radioactive Incident	Phone No	9202222 (24 Hours)
DGR Specialist	Cell No	0300-8276412
Kenyon International Emergency Services Inc. (England)		
Elmarie Marais Marketing & Sales Specialist Kenyon House 1 Western Avenue, Bracknell RG12 1RW, United Kingdom	Phone No Fax No Email	+44(0) 1344 316650 Office +44(0) 79 66455171 Mob. +44(0) 1344 316699 maraise@kenyoninternational.com
Blake Emergency Services (England)		
Pyegreave House Combs, Hight Peak, SK 239UX, England.	Phone No Fax No Email	+44(0) 1298815786 +44(0) 1298815381 info@blakeemergency.com
Multimedia Provider VISIONIRE		
Adnan	Cell No	+92-300-2041013
	Office	+9221-2630924 +9221-2631342
Naveed	Cell No	+92-300-7060405
	Office	+9221-2630924 +9221-2631342
Decoration Services		
Ghazi Decoration Muhammad Ali	Phone No	+9221-4624466 +9221-4910656 +9221-4124650 +9221-4937222 +92-320-4095555
Mobile Phone Provider		
Muneer	Cell No	+92-300-8231474

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Rent a Car		
Filly Transport Services Muhammad Tehmas Malik	Mobile Phone No	+92-300-8231467, 0321-8231467 +9221-4674396
Avis Hasnat Ahmed Ismail Manager	Mobile Phone No Email	+92-300-3991918 +9221-4595648, 4671096, 4671098 +9221 111669669 Pakistan +33 820050505 France +966 26692692 Saudi Arabia +971 43313731 UAE +44 8706060100 UK +1 8003311212 USA info@avis.com.pk
Karachi Cabs	Phone No Mobile	+9221-4590784, 4595584, +9221-111527222 +92-300-2008587 / 0333-2133319 +92-321-2009609 / 0345-2003102
Metro Cab Karachi	Phone No Mobile	+9221-111-222-787, 4672324 +921-300-8242324
White Radio Cab Karachi	Phone No Mobile	+9221-111-789-768 +921-300-2034041
White Cab Karachi	Phone No Mobile	+9221-111-789-786 +921-300-8277725, 26