

## 8 TRAINING

### 8.1 INTRODUCTION

Riyadh Air should ensure all personnel with responsibilities under the ERP are appropriately trained and qualified to execute applicable procedures.

Training could be conducted externally by recognized institutions or in-house by our own qualified staff.

Such training would typically include classroom-based and/or computer-based training, online training, drills, desktop exercises and/or simulations.

Attendees include both management and operational personnel from headquarters and, as applicable to the structure, station locations. Training programs are generally tailored for personnel based on their roles performed under the ERP.

#### 8.1.1 Objective

The on and off-airport personnel who respond to emergencies are the most vital elements of an airline's emergency response capability. Their training is essential for responding effectively to emergencies by making optimum use of procedures, facilities, and equipment. The emergency procedure guidelines presented in this section address the following issues:

1. Knowledge of the ERP and the available facilities and equipment.
2. Training interface with external organizations including airport emergency services, and other third-party service providers.

#### 8.1.2 Familiarization

It is important that Riyadh Air personnel should be familiarized with Emergency Plan and its functions with respect to the organization, roles & responsibilities, functions, interface between the third-party service provider and media policy.

## 8.2 TYPES OF TRAINING

Initial training of affected Riyadh Air personnel should be primarily devoted to creating awareness of the corporate emergency response plan. The specific emergency response personnel should receive specialized training based on their individual job responsibilities. Further, periodic training should be scheduled in order to prevent loss of knowledge and skills over time.

### 8.2.1 Initial Training

The goal of initial training will be to ensure that affected Riyadh Air employees are familiar with the following:

1. **Manual:** Riyadh Air personnel should be familiarized with Emergency Response Manual.
2. **Layout of Facilities:** The station managers will ensure that staff deployed at airports are familiar with the airport facilities.
3. **Communications Equipment:** Departments will ensure that personnel dealing with emergency procedures, particularly those who will be forming a part of the Go Team & FAT, should be familiar with the location, protocols, and to communicate with various agencies.
4. **Specialized Emergency Training:** CSSQE division will conduct a cycle of specialized training courses, followed by periodic refresher training which can be in the form of workshops and tabletop exercises.

### 8.2.2 Specialized Emergency Training

CSSQE division will conduct a cycle of specialized training courses, followed by periodic refresher training. A system of regular feedback will be used to determine additional training needs.

#### 8.2.2.1 General

Depending on specific job responsibilities, Riyadh Air personnel should receive specialized training for their specific roles. Specialized training will include the following:

1. Procedures to be followed by the CMT.
2. Separate training for the Go Teams.
3. Training for Station Staff.
4. Media Management Team.

**Operations Control Centre.** Because OCC will generally initiate the response to an emergency, coordination between OCC, the airport and other agencies will be included in the training programs.

**Other Personnel.** Operating and supervisory personnel, maintenance personnel, and security should know appropriate responses to the various types of possible emergencies. Training for these aspects will be conducted on a regular basis by the respective departments.

**Family Assistance Training.** Specialized training courses will be conducted for personnel volunteering for duty as FAT/CT. This training will include special skills including psychological conditioning of the personnel concerned.

### 8.2.3 Refresher / Re-Training Program

Refresher training will be instituted to accomplish the following:

1. Inform employees of changes in processes and/or equipment.
2. Reinforce a segment of the program for an individual who has not performed properly.
3. Maintain employee skills at a level enabling them to execute their responsibilities effectively.

## 8.3 TRAINING CURRICULUM

The training will be tabletop and classroom. The following are the required training and frequency for different departments and personnel.

### 8.3.1 Recommended Training Content for Crisis Management Team:

#### Emergency response overview:

1. Notification Process.
2. Organization, processes, Procedure.
3. Crisis Management Center – resources, procedures, systems and facilities.
4. Roles and responsibilities (Specifically with respect to respective checklist).
5. General description of roles, responsibilities, policies and procedures, including interactions with:
  - a. External agencies (Blake Emergency, GHA)
  - b. Other responders and organizations
6. General information and specifics, as follows:
  - a. ICAO Annex 13.
  - b. International legislation.
  - c. Local legislation.
  - d. Airport response.

**Frequency:** 2 Years

### 8.3.2 Recommended Training Content for Emergency Communication Team:

1. Emergency response overview:
  - a. Notification Process.
  - b. Organization, processes, Procedure (ERP).
  - c. Emergency Communication Center – resources, procedures, systems and facilities.
  - d. Procedures specific for Emergency Communication Center Contents of the ERP manual.
  - e. Roles and responsibilities (Specifically with respect to respective checklist).
  - f. General description of roles, responsibilities, policies and procedures, including interactions with:

- i. External agencies.
  - ii. Other responders and organizations.
2. Understanding the media's role, to include:
  - a. Accommodating and managing the media.
  - b. Methods of releasing information (i.e. website, press conference, etc.).
3. General information and specifics, as follows:
  - a. ICAO Annex 13.
  - b. International legislation.
  - c. Local legislation.
  - d. Airport response.

**Frequency:** 2 Years

### 8.3.3 Recommended Training Content for Operations Control Center Staff:

1. Summary of the RXI Emergency Response Manual.
2. Crisis Guidelines for the emergency situation.
3. Notification requirements.
4. Alerting Process.
5. Alerting System.
6. Emergency Notification Form.
7. Operation Controller Checklist.

**Frequency:** 1 Year

### 8.3.4 Recommended Training Content for Station Staff:

1. Response and immediate actions by the Station.
2. Content of local plans.
3. Managing resources.
4. Location and activities in key response areas.
5. Role and responsibilities.
6. Establishment of own Station Control Center.

7. Communications with Head Office Crisis Management Team.
8. Reception areas (Meeter & Greeters/Family's Reception Center, Survivor/Uninjured.
9. Passenger, Aircrew Reception Center, Family Assistance Center, Re-Union Center).
10. Care, comfort and registration of passengers.
11. Interface with external agencies.

**Frequency:** 2 Years

### 8.3.5 Recommended Training Content for GO Team:

1. Summary of the ERM.
2. Notification.
3. Organization and processes.
4. Crisis Management Center – procedures, systems and facilities.
5. Procedures specific for GO Team leaders Contents of the ERM.
6. Roles and responsibilities.
7. Deployment
8. Travel Arrangements.
9. On-Site Operations.
10. Handling and awareness of blood-borne Pathogens, including the proper use and disposal of personal protective gear.

**Frequency:** 2 Years

### 8.3.6 Recommended Training Content for Family Assistance Training:

The FAT members may receive guidelines on the following topics:

1. RXI FAP Introduction, scope, and objective.
2. RXI Emergency response plan.
3. Government emergency response plan.
4. Station ERP.
5. Roles and responsibilities of FAT.
6. Drills and exercise expectations.
7. Business partners/vendors roles and responsibilities.

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8. Self-assessments by the team.
9. Deployment guidelines.
10. Activation preparedness and expectations of a FAT member.
11. Description of the workflow (from activation through disengagement).
12. Working with external agencies-government agencies, local authorities, vendors, business partners, medical professionals, etc.
13. Process for identification of human remains.
14. Personal effects process.
15. Crisis communications including company policy on personal social media.
16. Grief and loss, and how to help someone through a difficult time without trying to counsel them in any way (there will be mental health professionals on-site, and that is their job).
17. Common emotions and needs they may encounter on-site and suggested "dos and don'ts" in the form of first-hand advice from those who have responded as a FAT member previously.
18. Self-care and personal life impact.
19. Media policies.
20. Role playing and empathetic theory.
21. Cultural, religious and ethnic differences.
22. Procedures and guidelines for providing financial assistance to passengers and families.
23. Resources and procedures for arranging transportation for passengers and families.
24. Documentation procedures include guidelines on maintaining the confidentiality of passengers, family and the company.
25. Procedures for handling unusual or difficult questions from passengers and family members

**Frequency:** 2 Years

## 8.4 EXERCISE DEVELOPMENT

### 8.4.1 Introduction

The benefits of emergency response simulation exercises include:

1. Checking the accuracy and consistency of plans and procedures.
2. Staff awareness and rehearsal of their operational roles in a controlled environment.
3. Confirmation of team dynamics and the leadership potential of responders.
4. Identification of training shortfalls.
5. Encouraging team-building and problem-solving.

### 8.4.2 Planning

Clear and achievable goals and objectives should be set before each simulation exercise. All the participants should be aware of these objectives. The type of simulation exercise selected should match those objectives.

1. The goals should include, but are not limited to:
  - a. Evaluation of the emergency response plan.
  - b. Familiarization with the emergency response plan.
  - c. Understanding and practicing personal responsibilities during an emergency.
  - d. Ensuring the integration of corporate and component emergency response plans.
  - e. Identification of challenges and problems with the emergency response plan.
2. Clear rules and advance briefing documents should be provided to the participants. The simulation exercise facilities and resources required should be reserved at the earliest stage of planning.
3. The simulation exercise should be as realistic as possible and follow the correct chronological sequence.
4. The simulation exercise inputs should follow general emergency developments, even to the point of participants being out of contact for some time.
5. For larger-scale exercise, a working group may be required to determine the exercise scenario and flow.
6. Simulation exercise should be conducted in an open, low-stress environment where different ideas and viewpoints are encouraged.



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7. Participants should have the understanding that simulation exercises are no-fault and are meant to boost confidence and increase emergency response skills.
8. Before the simulation exercise, a risk assessment should be conducted to ensure that security, safety, and operational priorities are addressed.
9. All participants involved in the Simulation exercise should be equally tasked and challenged to ensure active participation and teamwork.
10. Observers should be kept to a minimum and should take an active role, where possible.
11. Specific resource documents such as simulation exercise contact lists should be produced and distributed before the Simulation exercise.
12. All agencies on the contact list should be contacted in advance to notify them of the drill or exercise.
13. All the communication regarding the notification of a simulation exercise shall be done via email and the same will be recorded.
14. The simulation exercise should be as realistic as possible to maintain the interest and commitment of the participants and to ensure that problems will be surfaced and addressed.
15. Actual phone calls should be made to internal and external response parties to test reaction time and communication flow.
16. Carefully consider the timeline for a simulation exercise and how long the injects will take to play out to meet the objectives of testing elements of a plan.
17. Point to be noted during simulation exercise:
  - a. Give the exercise a name.
  - b. **Warning:** It is strongly recommended NOT to use live flight numbers for exercise
  - c. **Warning:** Issue strict guidelines for the transmission of exercise material and be aware of the potential for leaks of sensitive material.
  - d. exercise documents (including electronic communications) should be identified as "EXERCISE".

## 8.4.3 Notification

Formal notification, including the simulation exercise instructions and objectives, will be sent to all participants well in advance of the simulation exercise via official email.

Advance notification should be given to all simulation exercise participants, non-participants, and key stakeholders to ensure that all are aware of the simulation exercise.

During simulations, it is recommended to inform the Airport (e.g., station) to avoid confusion or distress (Simulation).

## 8.4.4 Type Of Simulation Exercises

### 8.4.4.1 CMT Notification / Alerting

1. Establishes the validity of contact information and the percentage of resources that would be available at any given time for emergency response and checks the notification procedure described for OCC.
2. Generally, further action would not be required once contact is established and verified.
3. However, simulation exercises may require the staff to travel to their alert location to determine the amount of time required.

<b>Advantages</b>	Identifies communication problems (both technical and non-technical).
<b>Frequency</b>	Yearly twice
<b>Duration</b>	Determined by the process, electronic equipment, or software being used.
<b>Participants</b>	OCC staff and IAT/CMT (Depending on the scenario).

### 8.4.4.2 Tabletop

1. A tabletop simulation exercise is designed to test the theoretical ability of Riyadh Air to respond to a situation.
2. Tabletop simulation exercise can be used to identify weak points that need to be addressed so that, if the scenario becomes reality, Riyadh Air and agencies will be ready to respond.
3. They are also used to promote cooperative thinking and to allow people to practice so that they are more prepared for emergencies when they arise.
4. Tabletop simulation exercise normally provides key individuals with opportunities to evaluate coordination, review plans, and standard operating procedures, and prepare for larger and more complex exercise.

<b>Advantages</b>	<ol style="list-style-type: none"> <li>1. Tabletops are relatively inexpensive and can be administered remotely.</li> <li>2. Progressively more complex exercises can be designed as good training for staff.</li> </ol>
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	<ol style="list-style-type: none"> <li>The simulation exercises have minimal effect on normal operations.</li> <li>The proximity of other players stimulates interaction, instant feedback, quick resolution of issues, and teamwork.</li> </ol>
<b>Frequency</b>	Yearly
<b>Duration</b>	Tabletops seldom last for longer than three to four hours
<b>Participants</b>	<ol style="list-style-type: none"> <li>OCC</li> <li>CMT</li> <li>Corporate Communication</li> <li>Third Party Service Providers (including, GHA / Station)</li> </ol>

## 8.4.4.3 Simulation (Combined with Airport)

- A simulation exercise where the participants rehearse their roles at their designated response positions and take simulated actions often using real media for communications.
- The actions of the participants may lead to an equal and opposite response. Multiple stations or facilities are often used, and other agencies may participate as well (i.e. police, airport authorities, etc.).
- Simulations can be anything from a small group walk-through of a local process to a multi-station and HQ large-scale exercise.

<b>Advantages</b>	<ol style="list-style-type: none"> <li>Simulations examine the mechanics of plans in detail and prove that written procedures are practical under real-time examination.</li> <li>Protocols between agencies are often tested and the real-time environment imposes stress and alerts personnel to real issues and pressures.</li> <li>Simulations represent tangible evidence that robust contingency plans exist and that they have been tested under realistic conditions.</li> </ol>
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	4. This has a positive effect and portrays the company's responsible attitude towards emergency management.
<b>Frequency</b>	Once in 2 Year
<b>Duration</b>	Simulations normally last approximately four hours
<b>Participants</b>	<ol style="list-style-type: none"> <li>1. OCC</li> <li>2. CMT</li> <li>3. Corporate Communication</li> <li>4. Third-Party Service Providers (including GHSA / Station)</li> <li>5. CT (Riyadh Air)</li> <li>6. Airport Authority</li> </ol>

## 8.4.5 Post Activation

A simulation exercise debriefing is a vital step in the emergency response planning process.

It ensures that plans and procedures are improved by evaluating what occurred during a simulation exercise and what lessons were learned.

The total post-simulation exercise debriefing process may consist of two phases depending on the scale of the simulation exercise.

Major exercise will require both phases, but smaller drills and tabletop exercise may only require a hot debrief.

1. Hot Debrief
2. Formal exercise Debrief.

### 8.4.5.1 Hot Debrief

1. The Hot Debrief is a chance for all participants to share their simulation exercise ideas and learnings while their memories are still fresh in their minds.
2. This debriefing is performed immediately after the simulation exercise by the exercise Controller (Manager Crisis and Resilience).
3. The recommended format is for the exercise Controller to lead with their main observations.

4. Each participant is then asked for recommendations from the exercise. At the end of the debrief, the exercise Controller should:
  - a. Summarize the main points.
  - b. Highlight the challenges.
  - c. Provide deadlines for participants to submit their observations in writing for the main drill or exercise report.
  - d. Set the date and required attendance for the formal exercise debrief.
5. The hot debriefing should be structured to include the following points:
  - a. What happened during the response?
  - b. What were the gaps?
  - c. What needs to be addressed immediately? What is the period?
  - d. What needs to be addressed in time? What is the period?
  - e. What checklist items need to be changed? Who will be responsible? What is the period? What was supposed to happen according to the plan?

### 8.4.5.2 Formal Exercise Debrief

1. The Formal exercise Debrief should be held within a week of the simulation exercise, while the memory of the exercise is still fresh in everyone's mind.
2. The aim of this debrief is to agree on the simulation exercise evaluation and/or the final recommendations contained in the Simulation Exercise Report as well as how these recommendations may be implemented.
3. All simulation exercise participants should attend the Formal Simulation Drill Debrief.

### 8.4.6 Simulation Exercise Report

The simulation exercise report is an essential document that describes the objectives of the recent simulation exercise, documents the lessons learned, and makes conclusions and recommendations.

This report can be used to show that the responders have received training by taking part in the simulation exercise and can be used as proof that the exercise and training took place.

The Simulation exercise Report is compiled by the ERP Manager from several sources including:

1. Notes made during the simulation exercise and hot debrief.
2. Discussions with the simulation exercise participants.
3. Written submissions from the simulation exercise participants.

4. Observation.
5. Decision Taken.

The Simulation Exercise Report should include an executive summary, detailed findings, and recommendations as well as a timeline for implementing those recommendations.

A process for implementation of recommendations should be established to ensure that procedures, facilities, or responsibilities are altered and rehearsed in the future.

These new procedures, facilities, or responsibilities should be tested and form part of the objectives for the next simulation exercise.

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### 8.5 TRAINING DOCUMENTATION

The training documents will be maintained - Attendance records for all training sessions carried out.

All training documents will be retained as per the Corporate Safety Management Manual, Section 1.5.1.2.

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