

5 GO TEAM

5.1 INTRODUCTION

GO Teams are defined as emergency teams dispatched when there is an accident or a serious incident.

GO Teams comprise individuals who have sound knowledge or expertise in their respective fields. One of the major objectives of a GO Team is to get to the scene as fast as possible to organize, coordinate, support, and execute tasks.

A significant component of this response is to ensure a plan is in place for dispatching relief (on short notice), which is typically sent on priority flights to the accident site.

The advantage of GO team include:

1. It is a legal requirement in certain countries,
2. It is the best way to coordinate emergency response actions and victim support with other organizations (public and private), at the site of the accident,
3. The accident site is where "most things happen" (family member support, human remains identification, media attention, etc.), which is why it is essential to position airline representatives with decision-making authority at the site,
4. It can protect and enhance the company's reputation by demonstrating care for the victims and family members at the accident site.

5.1.1 The "Golden" Rules

1. The GO aircraft will takeoff within three hours of receipt of the first information regarding the incident.
2. GO Teams must NOT miss the departure. This means being prepared and mentally alert.
3. Do not look over your shoulders – go fully prepared.
4. Check your **emergency kit** periodically.
5. Each department should prepare and run drills with their GO Team members.
6. Each member of the team must be thorough with their role's responsibilities.
7. Remember that your actions reflect the image of Riyadh Air.

5.1.2 GO Team

A specially constituted team of specialists and management along with additional support personnel drawn up from Riyadh Air. They carry out the following tasks:

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1. Provide assistance and support to the Riyadh Air outstation that has been affected by an incident.
2. Implement the emergency response scheme when an incident has taken place outside the jurisdiction of the airport i.e. during the enroute phase of a flight.
3. Assist the authorities in conducting an accident investigation at the site of the incident.
4. Assist the CMT in providing humanitarian aid and executing public relations tasks.
5. This team should proceed to the incident site and consist of two sub-teams as follows:
 - a. **Forward GO Team:**
This team would primarily be responsible for accident investigation and any other assistance with outstation incidents. In addition to the Team Leader, it would comprise representatives from the following departments:
 - i. Engineering (Technical, Mechanical).
 - ii. Flight Operation.
 - iii. Safety.
 - iv. Security.
 - v. Medical Representatives.
 - b. **Rear GO Team:**
This team would be tasked with providing mainly humanitarian support to incident-affected passengers and crew at the site, and to meet the administrative and logistical requirements of both the GO Teams. The following departments are likely to be involved:
 - i. Corporate Communications and Public Relations.
 - ii. E-commerce.
 - iii. Baggage/Cargo Services.
 - iv. Communications.
 - v. Finance and Insurance.
 - vi. Human Resources.
 - vii. Legal.
 - viii. Security Engineering (Technical, Mechanical).
 - ix. Care Team volunteers for manning the Family Assistance Center.

5.1.3 GO Aircraft

1. A specially earmarked aircraft will be utilized for transporting the GO Team, along with its equipment, to the incident site or the nearest airport.
2. In case a Riyadh Air aircraft is not readily available, any other available aircraft will be requisitioned/chartered.
3. The GO Aircraft will be scheduled for takeoff within 3 hours of the receipt of the first report of the incident.

5.1.4 GO Team Leader

Flight Operations and Technical Operations will each nominate one suitable senior manager to assume the role of a GO Team Leader. Other members will be nominated for investigations, humanitarian support, and administrative and logistical support. These members will report to the GO Team Leader, who in turn will report directly to the head of CMT.

The GO Team Leader will be briefed personally by the head of CMT before departure. This briefing must be scheduled so that it does not delay the departure of the team.

5.1.5 GO Kit

Three types of GO Kit will be required for the GO Teams. These are:

1. Team kit for the Forward GO Team.
2. Team kit for the Rear GO Team.
3. Individual kits.

The team kits must be kept packed and ready by the ERP manager and stored at Riyadh Air office. The individual kits will be maintained by each member of the GO Team and kept either in their office or residence, where it can be picked up readily.

5.1.5.1 GO Kit Content

The contents of the Emergency Kit are as follows:

SL.NO	ITEM	QUANTITY
1	#2 PENCILS (SHARPENED)	12
2	ALKALINE D-CELL BATTERIES	6
3	BALLPOINT PEN (BLUE)	12
4	BLOODBORNE PATHOGENS PROTECTION KITS	6

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5	LAB REAGENT BOTTLES	12
6	FLASHLIGHT	4
7	DIGITAL CAMERA	1
8	DIGITAL RECORDER	1
9	MEDICAL KIT	1
10	MULTIPURPOSE KNIFE (SWISS ARMY-STYLE)	1
11	FABRIC GLOVES	12
12	OBTAIN "ON-SITE" TEAM BADGE FROM HR	1
13	PACKAGE OF ABSORBENT TOWELS	1
14	PACKAGE OF CLOTH RAGS	1
15	AVIATION RADIO RECEIVER	1
16	ROLL OF LARGE PLASTIC BAGS	1
17	STENO PADS	6
18	PERSONAL PPE KIT	6
19	AIRPORT SAFETY JACKETS	10
20	MAGNIFIER LENS, HEAD MOUNTED WITH LED LIGHT	1
21	HANDHELD GPS	1
22	LASER MEASURER	1
23	POWER TRAVEL ADAPTER	3
24	SURVIVAL COMPASS	1
25	PAPER TAPE	3
26	WALKIE TALKIES	2 SETS
27	FLASH DRIVE	1
28	VOICE RECORDER	1
29	CLIPBOARD	4
30	POWER BANK	1
31	MEASURING WHEEL SINGLE WHEEL MECHANICAL ODOMETER	1

Table 4 - GO Kit Content

5.2 MAJOR RESPONSIBILITIES

5.2.1 Go Team Leader

The Go Team Leader is responsible for the Go Team's overall tasks, which include:

1. Welfare of passengers and crew,
2. Protection of passengers and Riyadh air property,
3. Protection of Riyadh air rights, image, and evidence,
4. Coordination and cooperation with the investigation authorities,
5. Liaison with government and non-government agencies,
6. Disabled aircraft removal, and
7. The go team director may appoint agencies and/or staff to assist the team.

5.2.2 Investigation Coordinator

1. The Investigation Coordinator will be nominated by the CSSQE department and will be responsible for coordinating the collection of evidence and documents about the accident, investigating on behalf of Riyadh Air, and assisting the formal investigation into the accident.
2. They are the formal liaison person on behalf of Riyadh Air with the Accident Investigation Agency in charge in the country of occurrence, as well as the GACA in Saudi Arabia.
3. Requests for information and documentation from these agencies are directed to the Investigation Coordinator. They are responsible for the coordination of the production of documents, meetings, and crew statement-taking sessions, on behalf of Riyadh Air.
4. The Investigation Coordinator will depart to the scene of the accident with the Go Team to begin the investigation activity and liaise with the crew members and the Official Investigator-in-Charge.
5. If no formal investigation is called, they shall assist the Emergency Director in their tasks, as required.

5.2.3 Technical Coordinator

1. The Technical Coordinator is responsible for the collection and protection of technical evidence at the accident site and the removal of the aircraft wreckage or parts thereof, in coordination with the Official Accident Investigator-in-Charge.
2. They will be available from the Official Accident Investigator-in-Charge for all investigative activities.

5.2.4 Maintenance Mechanic-Field

1. The Maintenance Mechanic located at the station nearest to the accident site, is responsible for the preservation of technical evidence in connection with the accident flight, and for proceeding immediately to the accident site to ensure aircraft and personnel security and safety.
2. They will be available to the Official Accident Investigator-in-Charge of all investigative activities.

5.2.5 Operations Coordinator

The Operations Coordinator is responsible for ensuring the welfare of the crew, preservation of evidence, and assisting in the Riyadh Air internal investigation.

5.2.6 Security Coordinator

1. The Security coordinator is responsible for ensuring the security of Riyadh Air property, the aircraft, and all equipment at the accident site, nearest station, and locations where Riyadh Air sets up centers and offices.
2. They are also responsible for ensuring the property of passengers and crew is guarded at all times until released to its proper owner.

5.2.7 Media Coordinator

1. The Go Team Media Coordinator, in coordination with the CMT is responsible for the overall direction of media handling and public relations activities at the accident site, to maintain control of the information flow to the media and to maintain a good company image.
2. They shall assist the Go Team Leader and represent Riyadh Air at press conferences.

5.2.8 Baggage Coordinator

In the event of an aircraft accident, the Baggage Coordinator is responsible for the coordinated safekeeping, documenting, and release of checked baggage, cargo, passenger, and crew belongings at the site, in coordination with the GO team leader, Third Party Service provider, and the VP Ground Operations.

5.2.9 IT Coordinator

1. The IT Coordinator is responsible for activating and providing the GO Team with the required communication system to enable good and reliable communication between the Riyadh Air offices/centers in the accident site area and CMT.
2. They are also responsible for providing mobile communication equipment at the accident site area, and its distribution, serviceability, security, and return.

5.2.10 Medical Coordinator

The Medical Coordinator is responsible for providing medical advice, welfare, and support to the passengers, crew, and other persons affected by the accident.

5.2.11 Support Coordinator

1. The Support Coordinator is responsible for providing logistical support to the GO Team.
2. They will also assist the local manager at the nearest station, in resuming normal operations at the station.
3. They will be assisted in this task by representatives from Procurement, Finance, Legal, Insurance, and other departments as required.

5.2.12 Care Team

The Care Team is a critical part of Riyadh Air's Emergency Response and will be deployed in an incident to respond directly to either survivors and/or family members of victims of an aircraft disaster. They will provide initial and ongoing humanitarian and other support to incident victims in the days and weeks (possibly months in some cases) post the incident. The Care Team is designed to be deployed as a part of the GO Team, whenever required.

The Care Team is developed and trained on a tiered structure, which attempts to ensure appropriate management, guidance, and manpower to effectively respond to any circumstances.

At each location where the Care Team is required, there will normally be the following roles:

1. Care Team director with appropriate staff.
2. Care Team Coordinator (x 3 to cover 24/7 operations).
3. Care Team Leaders (1:10 Care Team members).
4. Care Team members (2:1 family/ unit or as required by the individual circumstances).

The Care Team offers the following services:

1. Emotional, physical, and financial support to incident victims.
2. 24/7 operation during a crisis.
3. Multi-language capabilities.
4. Delivery of status notification to family members on-site.
5. Accumulation of passenger and passenger family information.
6. Ongoing information and support to passengers and passenger families.



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7. Immediate deployment to affected airports, designated hotels for surviving passengers, hospitals, and family hotels in the city/ town nearest to the accident site plus survivors' and family members' communities as appropriate to the circumstances of the incident.

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5.3 DEPLOYMENT OF GO TEAMS

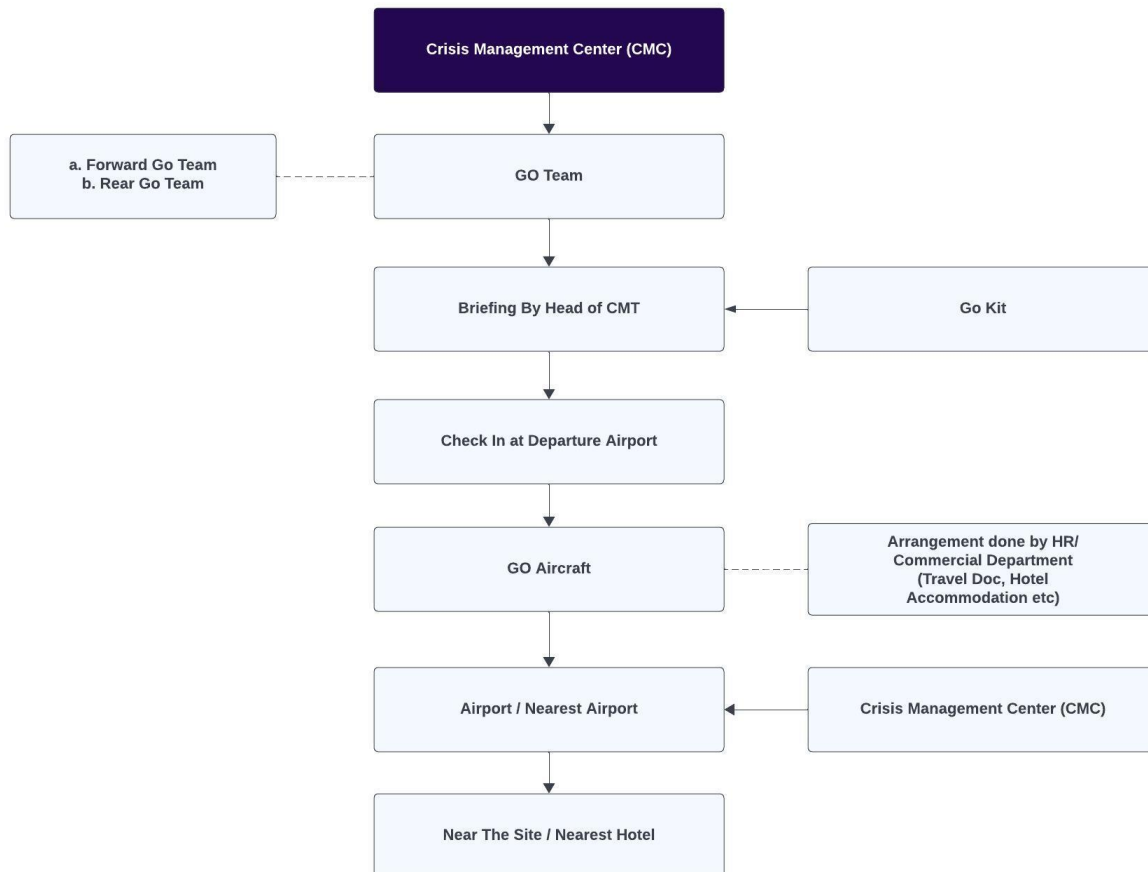


Figure 6 - Deployment Process

5.3.1 The Deployment of GO Teams

The procedure for the deployment of the Go Team will be as follows:

1. GO team will be deployed with the approval of the head of CMT.
2. Flight Operations will arrange for the GO Aircraft for takeoff within three hours of the emergency notification.
3. Each concerned department will immediately contact their GO Team members from their department and give executive orders for their move.
4. Go Team members are advised to use public transportation to report for duty as parking personal vehicles for the extended duration of deployment may be a problem.
5. All Go Team members will assemble at the airport office or head office (As per the instruction given during notification).

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6. The GO Team Leader will proceed to the CMT for a briefing by the Head of CMT. The remaining personnel will move to the airport and await the arrival of the Team Leader and confirmation of the readiness of the GO Aircraft.
7. Ground Operations will ensure the loading of the GO Kits in the GO Aircraft.
8. Leaders of each sub-group will brief their teams and build a tentative plan of action based on available information.
9. All members of the Field Go Team will check in with hand baggage (which should mainly comprise their individual GO Kits).
10. CMT will intimate them on the ETD from Riyadh and ETA at the destination/incident airport of the GO Aircraft.
11. The Departure Airport Manager of the Go Team will ensure a smooth check-in process for the Go Team.
12. The CMT will initiate visa requirements or special permits required for GO Team members as soon as it is activated. Arrival station airport manager will coordinate with local authorities to facilitate the customs and immigration process, if required.
13. Agencies providing emergency travel assistance may be contacted to expedite the process with CMT approval.

5.3.2 Actions on Arrival

1. Take photographs and if possible, videotape all activities, and collect news, articles, interviews, and other documents associated with the event for future reference.
2. Take custody of all baggage and personal items of passengers and crew when released by the applicable authority. Store these in a secure, protected, and guarded area.
3. All passenger items, regardless of condition, should be made available to be returned to the family. Before returning or viewing such baggage and personal items, the family should be first asked if they want items as-is or cleaned. If cleaned, the items should be made as presentable as possible. If possible, such items should be returned to the family personally.
4. Assist family members as they depart the site of occurrence and provide a contact person who will continue to be the airline's interface with the family after the family returns to their residence.
5. Reasonable expenses will be paid by Riyadh Air for the next-of-kin to visit a hospitalized passenger. The Go Team Finance Coordinator will provide the necessary approvals.
6. Identification of the deceased after they have been moved from the scene of the accident will be supervised by the local police. However, this should be coordinated with the Go Team.

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7. The hospital or applicable authority will provide Death Certificates and transportation permits. The aid of the coroner/medical examiner and mortuary will be taken for necessary information. The Riyadh Air Go Team will liaise with the authorities in this regard.
8. The selection of a mortician should be made by the family with notification to the Family Assistance Coordinator. Inform families that actual and/or reasonable expenses, including hospital or other medical expenses, mortician charges, the purchase of an approved, quality casket, and transportation of the remains as designated by the next-of-kin will be paid by Riyadh Air.
9. During discussions with a passenger and/or their representatives, exercise extreme care to avoid any response that could be construed as admitting liability on the part of Riyadh Air for the payment of expenses predicated upon responsibility for the occurrence of the accident.

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5.4 PARTICIPANTS IN THE INVESTIGATION

Within the context of the modern global aviation environment, it is unlikely that Riyadh Air will be required to conduct a full investigation on its own. It is more likely and following the State Accident/Incident Investigation Rule and ICAO Annex 13, Riyadh Air staff will participate in an official investigation as “participants” or “observers”. The investigation will normally be conducted by the aviation safety investigation agency of the state of occurrence.

Participants

Participants are individuals who are either recruited by the investigating agency to provide expertise or assistance to the investigation or who have a direct interest in the subject matter of the investigation and have requested that they be included in the investigation team. For example, accredited representatives of the operator employee’s associations/unions airframe and component manufacturers, and overseas investigators.

The participants in the investigation team will be dependent on the assessment of the expertise required for the agency to complete the investigation. Participants who are recruited become accredited investigators, with the authority to seek evidence under the guidance of the leaders of the group to which they have been appointed.

Participants can observe and participate in all aspects of the investigation, except the output of the Cockpit Voice Recorder (CVR). Consequently, they can:

1. Examine, identify, and recover wreckage,
2. Interpret the evidence, and
3. Perform other duties for which they are qualified.

Participants also act as the focus of communication between the investigation team and the department, company, or association that they represent. In this way, the use of participants will facilitate the acquisition of information from the various agencies, which might be required for the investigation.

Additionally, as an accredited investigator, participants may be required to represent investigation agencies at other inquiries, depending on the circumstances of the accident and the state in which it occurs.

Observers

As their title suggests, observers are allowed to monitor the investigation process and to observe some of the evidence. However, they are not authorized to seek information or interview witnesses and survivors.

Generally, observers are allowed under the supervision of an investigator to:

1. Visit the accident site,
2. Examine the aircraft and its contents