



# Final Report

Emergency Response Forum (ERP) 2024

**30 September 2024**

Movenpick Mansour Eddahbi & Palais des Congres  
Marrakech, Morocco





# Final Report for ERP Forum 2024

On Monday, 30 September 2024, 60 airline delegates from around the world gathered for a one-day forum hosted by the International Air Transport Association (IATA). The forum was introduced by Matthew Vaughan, Director of Aviation Security at IATA, and Greg Janelle, IATA Instructor and Forum Orator, provided coordination of the Forums proceedings.

The day featured in-depth case studies from recent member airline activations, shedding light on critical lessons learned from recent ERP activations. Attendees also engaged in interactive brainstorming sessions on key topics such as ICAO Annex 9 compliance and family assistance programs, followed by updates from IATA's Emergency Response Task Force. The forum provided a collaborative space for airlines to exchange best practices and explore modern approaches to ERP, further enhancing the industry's preparedness for crisis management.

## Airline Briefings

Two IATA member airlines provided a short brief of their recent activation experiences with respect to ERP and family assistance.

## IATA's Family Assistance Research in 2024

Sue and Matt provided a short overview of the research effort undertaken this year in terms of Family Assistance and industry readiness and implementation support. The work is going on and ultimately will take shape in the form of IATA offering new guidance material, training and where necessary, independent assessments of organizations arrangements otherwise known as Certification. A short live survey was undertaken during the brief where the results will form part of the research summary and findings due end of 2024. More to follow in 2025 as a result.

## Proposed ERP Related Changes to IOSA Standards Manual (ISM)

The ERPTF provided a brief update on the ongoing review of existing ORG iSARPs under the ISM framework. A summary of the proposed changes was presented, followed by a live survey to gather feedback from Forum participants. The ERPTF will incorporate this feedback as it continues to engage in a 3-to-4-year plan aimed at modernizing and optimizing current standards. The goal is to strategically enhance the ERP discipline while implementing feasible improvements to the requirements.

What do you think about raising the bar for ERP standards and practices across the industry?

I think it is needed



It depends - some change is good, some continuity is good



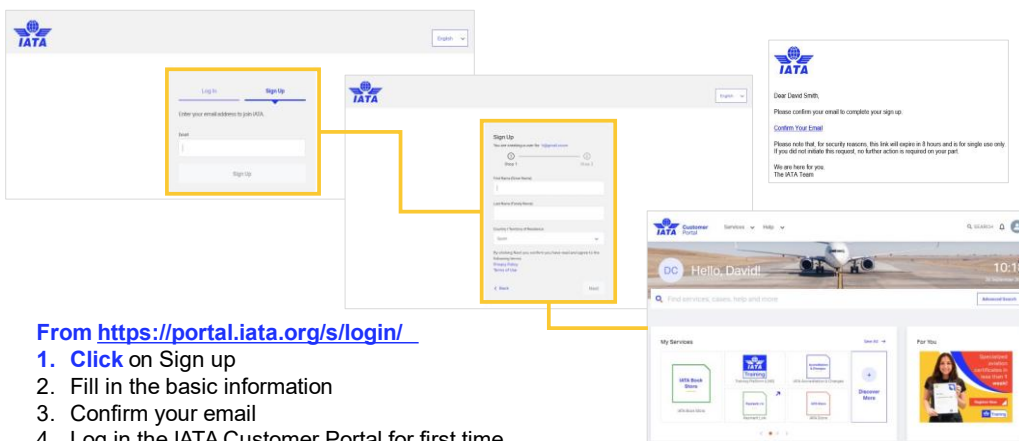
I don't think it is needed



## ERP Managers (contact database)

IATA presented a soft launch of the ERP Managers (contact database) initiative via the IATA Customer Portal. This is an initiative to replace the last standing, offline version of the ERP Managers, colloquially referred to in the past as "Henry's List". This is a voluntary database, and airlines are encouraged to sign up and access the service.

### Discover The IATA Customer Portal by Creating YOUR User

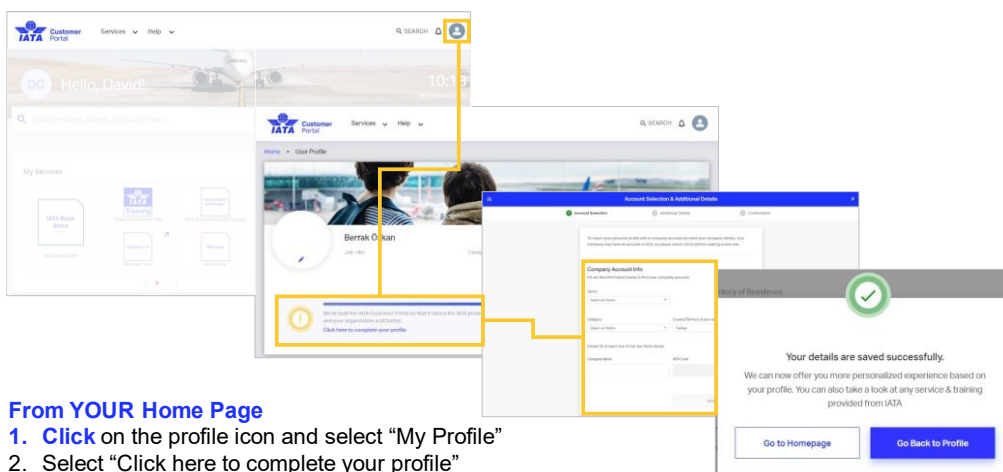


From <https://portal.iata.org/s/login/>

1. Click on Sign up
2. Fill in the basic information
3. Confirm your email
4. Log in the IATA Customer Portal for first time



### Personalize YOUR Experience by Completing YOUR Profile



From YOUR Home Page

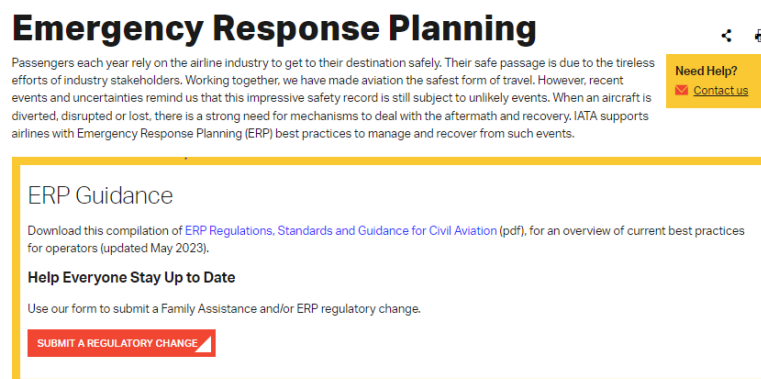
1. Click on the profile icon and select "My Profile"
2. Select "Click here to complete your profile"
3. Fill in the information



## Afternoon Workshop Summary

### ICAO Annex 9 Updates

This part of the forum highlighted the importance to create an online source of truth in terms of regulator, airports, and other stakeholder's requirements in accordance with ICAO Annex 9 regarding Family Assistance Planning and Emergency response more generally. The data collected is utilized by IATA to enhance the information provided on iata.org. Below is a screenshot of the current URL hosting such information.



### Succession Planning

The succession planning session produced the following insights underscoring that an effective Emergency Response Plan (ERP) Manager must possess a diverse set of capabilities and skills that combine leadership, crisis management, and operational knowledge.

These individuals must be flexible, inquisitive, and have a mindset focused on continuous improvement. They should excel at managing difficult conversations, providing feedback, and engaging in strategic thinking while paying attention to both the bigger picture and the finer details. Strong organizational skills, analytical capabilities, and effective stakeholder management are essential, as well as the ability to communicate effectively with external organizations. An ERP Manager must be decisive, confident, resilient, and able to foster a team with robust aviation or operational experience to tackle crisis scenarios. These managers bring value not only through their ability to think strategically and handle crises but also by breaking down silos and fostering cross-functional collaboration.

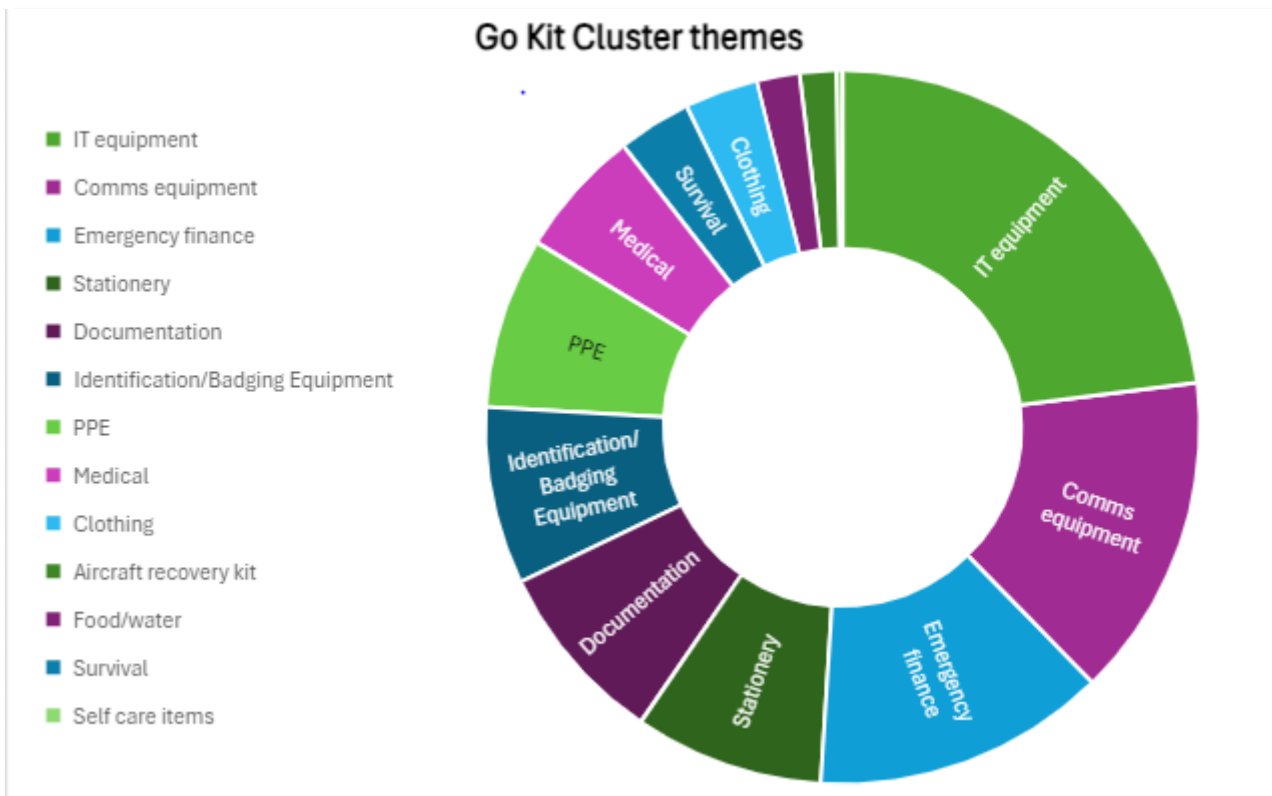
To establish the necessity and value of the ERP Manager role, it is important to highlight how these managers are essential for organizational resilience and crisis preparedness. Without an ERP Manager, organizations risk being unprepared for various crises, from aircraft accidents to cyber-attacks or reputational damage. The work of ERP Managers directly contributes to the organization's ability to survive catastrophic events. This is not limited to aviation incidents but extends to various operational disruptions that could lead to significant financial and reputational impacts. Their role connects multiple areas of the business, fostering a culture of preparedness, breaking down silos, and promoting strategic risk mitigation.

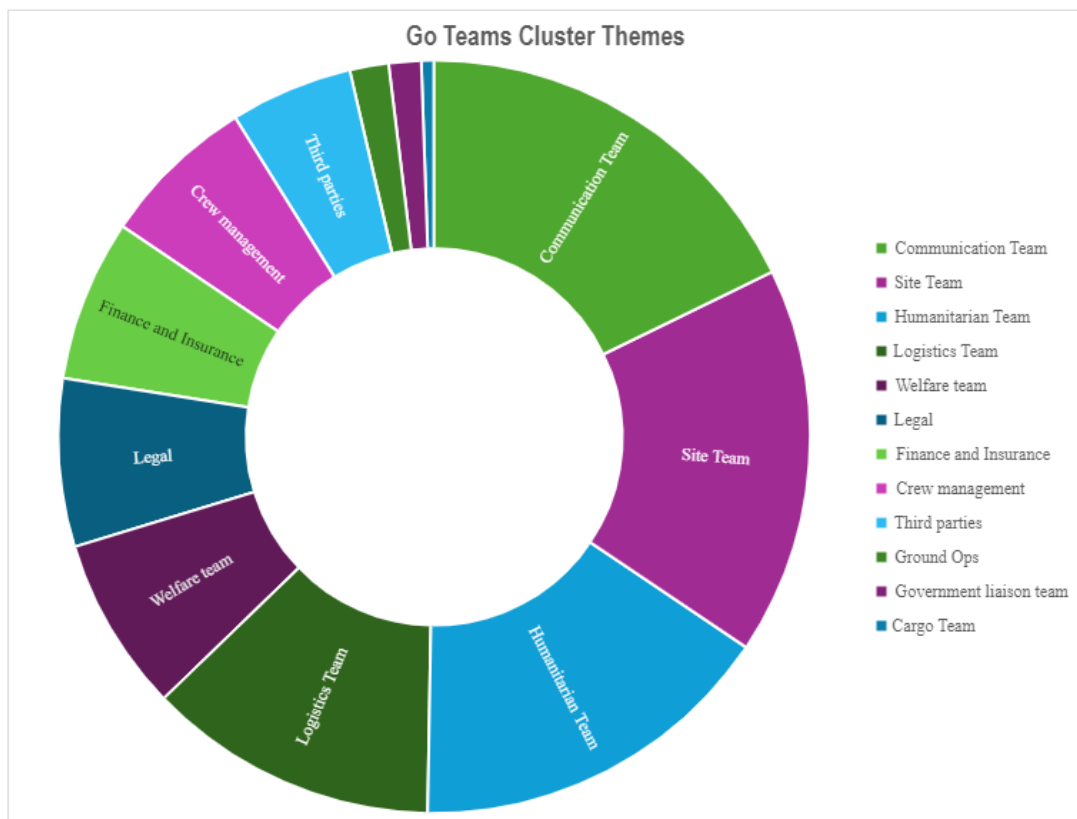
Engaging leadership teams in exercises, providing quantifiable results through key performance indicators (KPIs), and demonstrating the financial benefits of having a dedicated ERP Manager are all crucial ways to justify the position. Ensuring that leaders are aware of the potential costs of being unprepared, supported by insights from insurance providers, can reinforce the role's importance. ERP Managers provide ongoing value by advocating for a culture of preparedness, breaking down silos, and driving continuous improvement in

crisis response strategies. By embedding ERP into the broader safety management framework, organizations ensure that their crisis response capabilities evolve alongside their operational needs.

## Go Kits & Relief Flights

This workshop focused on developing comprehensive go-kits and preparing for the **FIRST** relief flights deployment in response to major aircraft accidents or incidents, several key challenges and requirements were identified. These insights were organized based on various functional teams and equipment needs, highlighting critical elements necessary for effective crisis response.





Overall, this workshop underscored the necessity of well-rounded preparation, with a focus on ensuring that all relevant departments are equipped with the tools, personnel, and resources required to handle the aftermath of a major aircraft incident. By addressing these key challenges, the workshop participants were able to develop a more robust and practical approach to handling large-scale aviation crises.

## Conclusion

In conclusion, the ERP forum provided an invaluable platform for airline professionals to collaborate, exchange best practices, and enhance their emergency response capabilities. The insights gained from case studies, interactive discussions, and workshops revealed the critical importance of comprehensive preparation in the face of aviation crises.

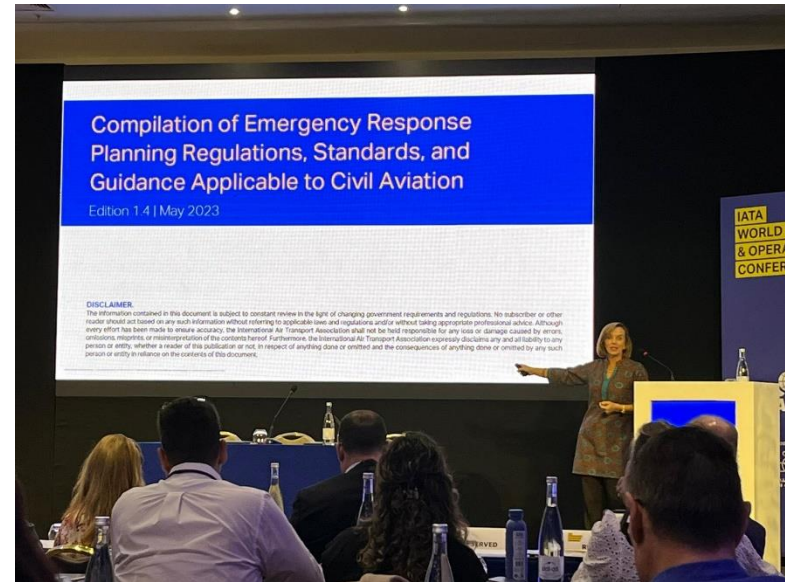
The afternoon sessions, particularly on ICAO Annex 9 updates and succession planning for ERP managers, emphasized the necessity of strong leadership, strategic thinking, and cross-functional collaboration in crisis management. Effective ERP managers play a pivotal role in ensuring organizational resilience, managing crises, and safeguarding financial and reputational stability.

The go-kit and relief flight workshop further highlighted the importance of equipping teams with the right resources, from medical and IT equipment to financial flexibility and personal protective gear. It underscored the need for cross-departmental readiness, with key functional areas such as SAT, media, medical, and technical teams playing critical roles in the immediate response.

As the aviation industry continues to face evolving risks, these workshops and discussions reinforce the significance of structured, proactive planning to ensure a rapid, coordinated, and effective response to major aircraft incidents.

Through collaboration, continuous learning, and alignment with regulatory requirements, the industry is better positioned to navigate crises and maintain safety and trust in aviation.

















# **ERP Forum Agenda**



## ERP Forum Protocol and Communications Plan

- This is an airline only ERP Forum
- IATA will not be engaging in any media statements, prior to, during and post ERP Forum.
- Media will not be present at the ERP Forum and IATA will not be making a proactive statement to the media regarding the event, although we will confirm that the event took place, if asked.
- The [iata.org](https://www.iata.org) URL contains a high-level roadmap only.
- No specific agenda will be published publicly via the [iata.org](https://www.iata.org) URL.
- IATA requests that all speakers, attendees, and strategic partners refrain from posting or engaging in any social media activity that identifies their attendance at, or the activities of, the IATA ERP Forum. If dedicated corporate communication is required, please let us know in advance.
- IATA will have a photographer present for the purposes of a post event report which will be produced for delegates only.
- A public version of the report for advocacy purposes, via the [iata.org](https://www.iata.org) URL, will be available as per previous years.



## Monday 30 September 2024

### 0930 Introduction & IATA Welcome

Matthew Vaughan, Director of Aviation Security, IATA & Greg Janelle, IATA Instructor and Forum Orator

Brief overview of the ERP Forum proceedings ...

### 0945 Airline Case Study

[Redacted]

### 1030 Break (event provided)

### 1100 Airline Case Study

[Redacted]

### 1130 IATA Family Assistance Research Project | Fireside Discussion

Matthew Vaughan, Director of Aviation Security & Cyber, IATA

Sue Warner-Bean, Managing Director, NavAid Crisis Consulting Group LLC

IATA will provide an update overview of research efforts on Family Assistance and how it relates to member airline operations.

### 1215 Pre-afternoon Activities Brief

Brief provided on afternoon activities...

### 1230 LUNCH Provided on-site by WSOC Event

### 1400 Brainstorm topics | interactive sessions.

Smaller group discussion...

- **ICAO Annex 9:** Global Regulatory & Airport Family Assistance Survey | ALL GROUP
- **Meter - Media** | ERP Succession Planning (SLIDO activity)
- **Colin's Clusters** | Modernizing Go Kits & Relief Flights

### 1545 Break (event provided)

### 1600 IATA Emergency Response Task Force Updates

IOSA ORG changes, contacts database.

ERP Manager's Contact Database ([portal.iata.org](http://portal.iata.org))

### 1700 Forum Close

Workshop Title	Brief
<b>ICAO Annex 9: Global Regulator &amp; Airport Family Assistance Survey</b>	<p>The workshop aims to create an inventory of actions taken by regulators, airports, and other stakeholders to comply with the requirements outlined in ICAO Annex 9 regarding Family Assistance Planning. The data collected will be utilized by IATA to enhance the information provided on iata.org.</p>
<b>ERP succession planning</b>	<p>This workshop is about ensuring the knowledge continuity of emergency response planning, which inherently requires planning and preparation itself. The workshop will delve into the crucial aspect of succession planning within emergency response frameworks, focusing on strategies to identify, develop, and empower the next generation of leaders in this vital area. IATA will draft a white paper upon collection and analysis of the workshop results.</p>
<b>Modernizing "Go Kits"</b>	<p>This workshop focuses on the need for technical updates to airline GO kits. Centered on technological innovations, communication methods, and crisis management, the workshop aims to explore strategies for improving guidance on GO kit contents. IATA will consolidate the results and publish according to the ERP Forum via the ERPTF.</p>
<b>Relief Flights</b>	<p>Deployment of a relief flight serve as lifelines during times of crisis, offering essential aid and support to communities in need. However, the decision to deploy such flights is multifaceted, influenced by a myriad of factors. This workshop aims to dissect the intricacies of relief flight deployment, exploring the underlying reasons, timing considerations, and operational logistics involved. Participants are encouraged to delve into real-world scenarios and best practices. The result will be for IATA to develop and/or update universal guidance in relation to relief flight deployment.</p>