



Q1- In my opinion, COVID-19 is not an emergency. It is a trend that will affect aviation in the next few years. It looks to me that this is more a question of the airport working on its master planning, how to downsize airport activities, than an emergency that will last in a short period of time. What is your opinion?

A1- We fully agree. Emergencies are normally of relatively short periods and with relatively minor disruption (notwithstanding the occasional loss of life) of 1 day or just a few days. COVID-19 by opposition has already had a major impact and has forced operations to stop, not only be disrupted. It does impact negatively on the employment levels, the number of air operators at the airport now and tomorrow, the level of commercial offerings and revenues. As you say, it does require a complete review of the master plan of the airport if not of the country, but also above all a review of Airport Strategic Business Plans and related changes to all airport functional plans dealing with Operations, Human Capital, Infrastructure, Commercial Development, etc. in line with the environment of the "new normal". To that effect, at ASI we have developed an approach addressing these aspects for airports and/or CAAs. If interested, please contact us directly and inquire about our Aviation Reset and Recovery Management Action Plan (ARRMAP).

Q2- Since the COVID-19 pandemic is affecting various economical aspects for all countries, how can we minimise the financial requirements of implementation of AEP?

A2- Other than by increasing the use of simulated exercises, we are not sure we can unless our regulator gives some sort of exemption for a period of time. For example, if your full-scale exercise is due then you may be allowed to push the dates back but only with the CAA's agreement presumably. Conducting the tabletop exercises or modular tests (when feasible) is going to be less costly and may allow for the full-scale exercise to be conducted every 3 years instead of 2. Implementing the AEP would mean that people are fully knowledgeable of the plan and of their role in it. This can be achieved only by training and testing, hence the tabletop exercises and modular tests. We believe that the simulation software now makes those easier to conduct and more effective.

Furthermore, the implementation of the new public health mitigation measures will necessarily impact some of the processes and associated procedures and therefore we should more than ever verify through exercises whether our ability to respond to an emergency as described in the current AEP is still appropriate.

Q3- Within this Covid period, safety issues need to be considered especially during conducting AEP. What is the additional safety measures that can be taken within this time period?

A3- We think in using ICAO and others guidance the same principles should apply; i.e. social distancing where possible, cleaning and sanitization of surfaces, perhaps mandatory use of PPE (masks etc.), and onsite biosafety policy and best practices (i.e. how to wear, remove, replace and dispose of used masks, cleaning and disinfecting of shared equipment (GSE) ,etc.).

Full-scale exercises may be deferred during this period but a check with the respective CAA is advisable. Tabletop exercises could still be conducted as long as Covid guidance is maintained and probably should be even more now to ensure we maintain our ability to respond to emergency situations. This becomes even more critical if we have had a reduction in employment during the pandemic, in which case the whole set of responsibilities must be reviewed.

Q4- Is the Emergency Tabletop Exercise Management designed to be classroom or online course?

A4- It was initially designed for classroom delivery. During the pandemic, we saw the need to review it and after consultation with ICAO, it was decided to make it available online through a “virtual” classroom. It is now delivered in English and Spanish as an ICAO STP (contact us directly for more info).

Q5- How often should Table-Top (exercises) be carried out. Thank you.

A5- As was mentioned during the presentation, airports must conduct tabletop exercises every 6 months but this may be determined by the respective CAA by regulation. The Standard as per Annex 14 also refers to a series of modular tests being conducted. We believe that such exercises should be conducted more often and involve more stakeholders even remotely, which Aerodrome-X allows easily. During tabletop exercises, it is important to have the management participating to familiarize themselves with the procedures and the AEP. The simulation software allows for broader involvement and inclusion of all stakeholders.

Q6- The pandemic requires airport operators to consider WHO and ICAO / ACI guidance for responses in addition to local / regional health authority guidance. How would you integrate these various agency guidance into the airport emergency, operational and procedural planning? Is it necessary to have agreed policies in place prior to an Aerodrome-X exercise, or could such policies be assessed for adequacy?

A6- Most of the guidance material, if not all, already issued by all the agencies pertain primarily to the conduct of ‘normal’ operations while keeping certain measures in place such as face masks, washing of hands, disinfecting surfaces, maintaining social distancing, etc.

If an airport was to suffer an emergency situation, the primary concerns will be to protect lives of passengers and employees, and then to protect equipment/buildings. It is important to properly brief responders and staff on the health measures put forward by the local authorities and develop our own local measures. Social distancing might not be possible but could be kept to a minimum, depending on the situation. Making sure that everyone has appropriate Personal Protection Equipment (PPE), that tools have been disinfected before being used, disinfection of all equipment and surfaces used AFTER the emergency is over, etc., are all measures that would comply with the guidance material. Again, here, the guidance material by ICAO, WHO, IATA, ACI, CANSO, and others, are for the world. Any guidance must be adapted to local requirements, based on the risk present at the location.

Q7- We know that some countries do not have expertise in dealing with emergency. In some countries the airports do not generate enough revenue to keep following all the technologies available to support the operation in emergency cases. How can they properly prepare?

A7- In this case, at least complete the more traditional tabletop exercises, which do not normally cost much, even though they are not as effective. Create a scenario, engage the relevant stakeholders and play out the exercise either in a room or perhaps via Zoom or similar platform. These are relatively affordable and still help improving overall understanding and better preparation of the stakeholders. The airport can also sign letters of agreement with other airports within the region and conduct exercises together. If a regional aviation organization exists in the region request assistance in dealing with emergencies.

The online Emergency Response Tabletop Exercise Management Course is a good tool for capacity building in this area. V The cost-benefits of using simulations supported by technology are demonstrable.

Q8- With the policy of no country left behind, how can countries with advanced aviation system in place support those are staying behind?

A8- It is in ICAO's objectives to try to create cooperation among the States. To that effect, different programs can be accessed by States requiring assistance. We would suggest that you contact your regional ICAO office for more information on those programs.

With "No country left behind", a country with a strong aviation system will "assist financially" those countries with weaker aviation systems. The assistance could be through training or providing Subject Matter Experts, not necessarily money.

Q9- Does Aerodrome-X have BCP activities like BIA, horizontal scanning and processing RTOs and RPOs?

A9- Not really, Business Continuity Plan in the context of emergency response aims at getting operations back to 'normal' as quickly and efficiently as possible.

Business Impact Analysis would be done at the initial stages of development of the Aerodrome Emergency Plan. Recovery Time Objectives would also be developed at that same stage and should be based on the different scenarios considered in the plan. For example, RTO for a runway excursion could be of less than one day while a hijack situation could be a week or more. In general, the Recovery Point Objective tends to be based on the 'normal' level of operations at the airport. Of course, with the pandemic, airports are looking at very different RTOs and RPOs.

As was mentioned earlier, airports now need to question their enterprise strategy as well as all their operational and infrastructure plans.

Q10- Working in Iraq. We have our own airport. But right now Iraqi ICAA have totally no plan, or even no idea on how to handle this situation. Right now people are still blocked there since Jan. 2020 and no one can move in or out because of the absence of a plan, protocol, or SOP. This situation became dangerous. because we can "considered" that now, they are keeping people as "hostage". What is the solution right now for helping them? People or airlines cannot fly there because they are not aware at all about COVID19 procedures.

A10- There is assistance available to ICAA via ICAO. The regional office in Cairo has already issued some guidance material and I would suggest that the CAA should contact the Regional Office. Visit the ICAO page at <https://www.icao.int/MID/Pages/COVID-19.aspx>

If you are having difficulty, please contact us directly and we can discuss more.

Q11- Training must be provided to all peoples involved in airport activities. Planning program must be seriously take into consideration.

A11- You are absolutely correct. In fact, it is one major reason why we thought we need to find a better way of conducting these tabletop exercises. We wanted to make it easier for all stakeholders and for the frontline people to be exposed to a real-life situation without having to wait for an emergency. Our simulation software makes it possible to test the Airport Emergency Plans and associated Action Checklists and the reaction of all stakeholders as well as the timeliness of the response. It also makes it possible to train and test people regularly, train and test people on different scenarios, and expose everyone to simulated emergencies in a safe and controlled environment. This way, all will be even better prepared when facing a real emergency.

Q12- What is the level of customization that can be obtained for a specific airport context? Examples?

A12- Aerodrome-X offers total flexibility exists in terms of customization. Airport staff can be trained over a couple of days to create and script their own scenarios as applicable for their airport. ASI can do this also but obviously at a modest cost but the preferred approach is to train airport clients to have full control over the use of the simulation tool.

Q13- What are the experience or learnings so far in the implementation of guidelines by ICAO/IATA/ACI about COVID-19 management?

A13- Some apparent inconsistencies in terms of implementation seem to exist. For example, Airports are asked to apply social distancing and IATA currently promotes filling planes to their capacity. An airport also needs to consider those people that service their airport, both departing and arriving. Some people may arrive under different criteria set by the departure airport in another country so this could also be an issue. International organizations, when issuing guidance to their members and the industry, cannot take into consideration the local situation of each country or member. At the end, it is left to each country to issue their own guidance in line with the level of operations within the country and the status of its various operators. It is important that each develop their own set of plausible traffic recovery scenarios, based on their unique position and environment. This requires forward thinking as we try to redefine the new boundaries of the aviation industry.

If the CAA has provided specific guidelines for Covid management at the airports, then compliance with national guidance has priority over what is published by international organizations.

Q14- Keeping developing countries in mind, how flexible are the course fees.

A14- The course is an ICAO Standardized Training Package so the fee structure must be within ICAO's parameters. The pricing is consistent with ICAO's requirements. Some organizations buy the course for themselves as they have enough participants to justify such an approach. In this case some savings are possible. We invite you to contact us directly for more information.

Q15- In light with what Mr. Peter stated, how do you expect that the regulator of one country adopt or accept such table-top exercises in place of actual simulated exercises?

A15- The tabletop exercises would not replace the partial or Full-scale exercises. It would just allow you to test more emergencies and possible scenarios which can only be a good thing for planning and continuous improvement. If the series of modular tests are completed, then the full-scale exercise may be conducted every 3 years instead of 2 so this can indeed be a resource/ cost savings. Ultimately, the airport will be proposing to its CAA how to comply with the requirement for AEP implementation and it will be the CAA's decision whether the approach is acceptable. But simulating the reality more closely allows to fully monitor to what extent the AEP procedures and checklists are adhered to and how long it takes for the parties involved in the response to react. It makes clearly visible the needed improvements to an AEP including clarifying responsibilities and related SOPs.

Q16- Is there more concerning emergency response preparedness and planning or are we now pitching this software?

A16- ICAO and others have identified serious problems in the actual implementation of emergency preparedness standards at airports. This has led to our ASI-Institute to develop a course on the Management of Airport Emergency Tabletop Exercises as a Trainair Plus STP leading to an ICAO Diploma. The use of an effective simulation tool as part of the course and useable in the field has been considered highly impactful. Professionals involved in managing Emergency Response can further research the matter and discuss with colleagues that have undertaken the training and experienced the simulation. More concern with emergency response preparedness

and planning is required for sure. ERP SOPs need to be reviewed in the current Pandemic context with reduced traffic levels and curtailed resources. Some airports are not conducting tabletop exercises at all in spite of the standards to that effect. The Aerodrome-X product is just a tool to provide what we think is a superior outcome in an interactive environment. That is all. We wanted to highlight the importance of bringing together all stakeholders in preparing for an emergency, of any type. This is better achieved by running a simulation rather than the traditional tabletop exercise as demonstrated through formal feedback from airport enterprises that have undertaken the ICAO STP course to date over the past two years. We would be happy to provide more background.

Q17- Do you have a cost saving?

A17- We do not have a universal costing model as every airport is different and accounts for costs differently. Furthermore, some services are outsourced while others are not, generating different accounting practices. We can however help you estimate the savings based on the effort, personnel and resources used in a traditional vs a software-based delivery. One key dimension is that Airports should have integrated budgets for Emergency Exercises including the full-scale deployment part and the tabletops. The cost of using a simulation to support the tabletop exercises and the related analysis of the performance is relatively small, and the benefits speak for themselves.

Q18- How many players can participate in such an exercise using Aerodrome X?

A18- There is no limit. The number of participants will be driven by the aims and objectives of the exercise, the quantity of stakeholders involved, the nature of their roles and responsibilities, and so on.

We recommend that exercises only use roles with proactive participation in the situation at hand. Lesser roles can be automated using robots in the simulator. The participants with these small roles will appreciate not having to sit through an exercise for a long period of time only to deliver one 5-second answer.

At the same time, exercises can be developed to address the number of participants an airport would want to train and test on a specific scenario.

Q19- Confirm the simulation software name and who to contact for further information on the software, cost etc.

A19- The platform name is Aerodrome-X. Information and contacts may be found at www.aerodrome-x.com

Q20- Does this Aerodrome X show the Airport (as it appears at the location) or there is an aerodrome shown by the software?

A20- We have developed a number of generic simulations that use the fictional Springfield Airport for training purposes. These simulations include a complete fictional AEP for training purposes.

The software is fully configurable, so airports or CAAs may program any emergency situation, any injects, data and information based on a specific airport and AEP.

Q21- Based on the fact that it be any number, for a big aerodrome will the tabletop be wise or the use of Zoom?

A21- Aerodrome-X is designed from the ground up for virtual delivery and centralizes all exchanges, private and public, on a single platform.

Using Zoom instead of traditional (e.g, meeting room-based) tabletop exercise delivery does not bring any advantages other than enabling remote access. All of the issues outlined in the presentation still apply. Using Zoom will actually make collecting data and exchanges, actions and data even more complex and labour-intensive as other tools such as voice conversations, emails or messaging will be used to exchange information and documents.

Q22- Duration of course? Delivery is online? Cost?

A22- The course is 5 days and delivered full-time as if we were on site. The next Course delivery in English will be based on Indochina time (GMT+8). The cost is \$1,950.00 USD per person, see the following ICAO link: <https://igat.icao.int/tpems/CourseRegistration/?TrainingSessionId=6679>. It is also possible to have the course for one airport (or one country only, if the DGCA is the client) only with their own stakeholders. Special conditions and possible savings would apply. For more information, please contact us directly.

Q23- Are there assignments like in AMPAP?

A23- This course delivery format is very different from the Global ACI-ICAO Airport Management Professional Accreditation Programme (www.iap.aero) online courses. ICAO TTX STP uses a virtual approach and is delivered over 5 consecutive days. Designed as per the ICAO Trainair Plus methodology, it does include progress tests that contribute to the overall evaluation. Once successful completion has been achieved, an ICAO certificate is issued.

Q24- The simulation platform looks impressive but how ASI can assist in designing /reviewing the scenarios for which quality is essential?

A24- For the course offered to the industry, we have already developed base scenarios that are the same in all the courses. If an airport wants to acquire the license to the software, then training is provided for the airport executive responsible of the emergency exercises to develop airport-specific scenarios. If the airport prefers, we can also develop scenarios based on the local AEP and topics of concerns. Support is also included with the license.

We invite you to contact us directly for more information.

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