# HKIA

BUSINESS CONTINUITY

CULTURAL AWARENESS

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11.0 Overview – HKIA Business Continuity Cultural Awareness Model

1. Given the dynamic risk landscape and the increasingly complex airport operation, strong airport-wide operational resilience is deemed unprecedentedly crucial to the business continuity of HKIA at times of crises and disruption. Hence AA focuses not only on its own risk management process, but also a full engagement with Business Partners (BPs), aiming to cultivate a robust BCP culture among the larger airport community.

2. Having a mature of BCP culture itself, AA intends to adopt both bottom-up and top-down approach to strengthen the cultural influence to the airport community, with an ultimate goal to assist major BPs in establishing their own risk management and business continuity frameworks that are aligned with AA's BCMS and the airport-wide risk management initiatives (see figure 11.1).

3. From bottom-up, AA actively engages line management of BPs for review of their operational risks and mitigations, and to include these reviewed risks in our BCMS. AA now published an Exercise Planning Manual as guidance material to share with the BPs. It is our intention to co-plan strategically important exercises with the BPs. Training, workshops and self-learning campaigns are also organized regularly for frontline airport staff in order to promote the importance of BCP and to raise the bar of overall airport risk preparedness.

4. AA further adopts a collaborative approach and establishes the BCP liaison task forces comprising of management of AA and BPs. These task forces are expected to steer and promote the airport-wide business continuity initiatives and to ensure overall consistency and standards with a view to build a robust and sustainable BCP culture.

Figure 11.1 – BCP Cultural Awareness Model
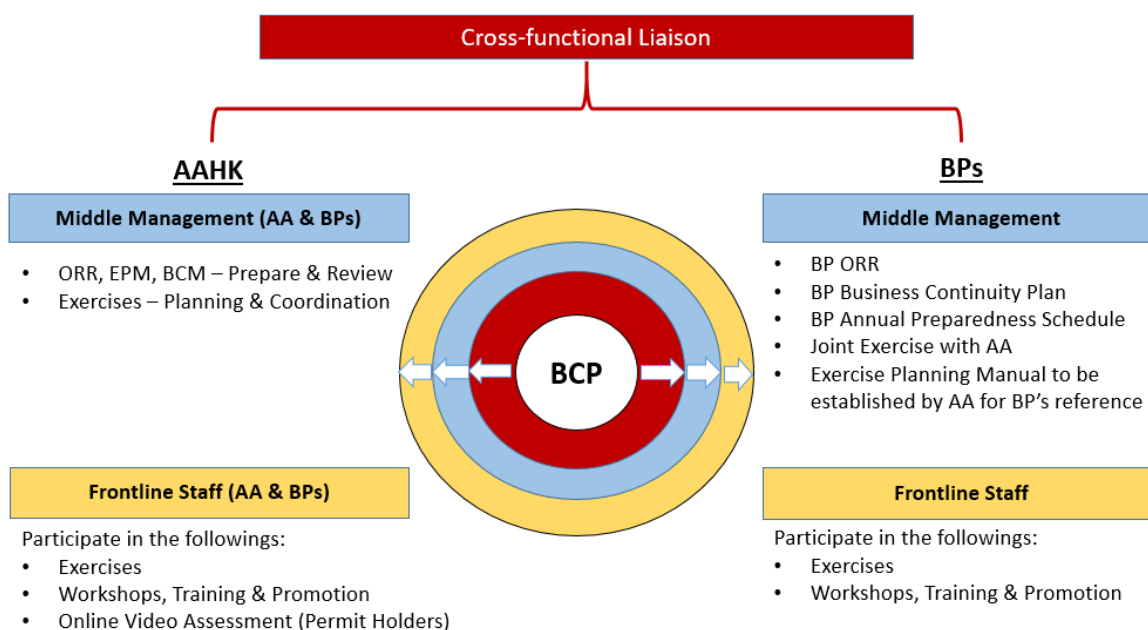
11.1 Business Partner Operational Risk Register

1. As airport operations depend on the efficient interplay of all BPs, AA encourages BPs to identify and review their operational risks regularly by sharing our methodology and framework.

2. Since 2017, we start to work with BPs to identify and submit a list of their most significant ORR containing (i) core risks that are critical and commonly applied to airport operations, which already kept in AA's risk registry and are advised to be kept in that of the BPs; and (ii) risks that are specific to BP's own business and operations. Once agreed it will be included in our BCMS under Section 10 BP ORR. The BP ORR is reviewed once every three years. In between, BPs are encouraged to review and update their operational risks regularly. Section 10 contains more details on BP ORR.

11.2 Business Partner Business Continuity Plans

1. BPs are also advised to prepare respective business continuity plans to mitigate the identified BP ORR.

2. These business continuity plans are reviewed, assessed and validated regularly based on AA's business continuity plans requirement checklist (Appendix 1) so as to ensure the alignment of BPs' business continuity plans with AA's fundamental business continuity planning requirements and the tie-in with the airport-wide crisis management framework and initiatives.

11.3 Business Partner Annual Preparedness Schedule

1. To reinforce risk preparedness among the airport community, AA advises the BPs to build their Annual Preparedness Schedules which lay out the series of training, drills and exercises to be carried out annually.

2. The BP Annual Preparedness Schedule is interlinked with the BP ORR in that more emphasis is put on drills, exercises and training for operation functions assessed as high risks. With the BP Annual Preparedness Schedule in hand, BPs can put their business continuity plans to test and revise as appropriate.

11.4 Exercise Planning Manual & Exercise Co-planning with Business Partners

1. To sustain high standards in the BP-led exercises conducted at HKIA, AA has leveraged its knowledge and expertise in exercise planning and published the Exercise Planning Manual for BPs' reference. The manual provides guidelines and recommended practice on effective exercise planning, implementation and management, serving as bench-marking material for BPs when they plan and conduct their own exercises.

2. Apart from the Exercise Planning Manual, AA also intends to support strategic BP-led exercises by participating in the co-planning process in which AA's exercise planning knowledge and skills are shared. To facilitate BPs who wish to test their business continuity plans that involve joint responses by multiple parties, AA will leverage its influence to help mobilize the relevant cross-functional exercise responders to participate. This allows BPs, who alone may not have sufficient resources, to carry out cross-functional exercises to test their business continuity plans in a comprehensive manner.

3. Through the exercise co-planning process, BPs can achieve high standards of exercise planning which in turn helps raise the bar of HKIA's overall preparedness.

11.5 Training, Workshops, Self-learning and Promotion Campaigns

11.5.1 Training and Workshops

1. Training and workshops are key merits of the BCMS, implemented with a view to enhance BP's business continuity awareness and operational resilience.

2. Each year, AA delivers over 70 emergency response and business continuity training to its BPs, including airlines, ground handling agents, ramp handling operators, etc.

3. To promote a strong sense of business continuity among key responding parties and assure disruption handling readiness, AA has custom-designed the targeted training as an induction course for newly-joined frontline staff of various business partners, such as home-based carriers, ground handling agents, ramp handling operators, retailers, etc. The training covers key operational resilience concepts, as well as airport-wide emergency response and business continuity plans on various scenarios, including aircraft accident, adverse weather contingency, airport systems failure and no land link contingency, etc. The targeted training will be extended to all newly-joined airport community members gradually as far as possible.

11.5.2 Self-learning Campaign: Video Learning

1. To complement classroom training and to broadly arouse business continuity awareness among the airport community, AA has leveraged the Airport Restricted Area (ARA) permit application and renewal process and launched a mandatory business continuity awareness online test. All ARA permit applicants are required to view a business continuity video covering various emergency response and business continuity topics and complete an online assessment. Those who pass the assessment will be entitled to apply for the ARA permit.

2. For a comprehensive coverage, targeted video learning sessions with face-to-face quizzes are also arranged for non-ARA permit holders, namely the airport staff working at the non-restricted area, including cleaning, trolley management and taxi services contractor staff, etc. Topic-based emergency response and business continuity videos are shared regularly during the targeted video learning session.

11.5.3 Promotion Campaign: Publication and Games

1. To foster general awareness of business continuity within the airport community and to inform them about major HKIA disruption handling plans and response coordination, AA will issue and circulate educational publications such as posters, leaflets, videos and games to instill the spirit of BCP in an easy-to-understand manner.

11.6 Business Continuity Planning (BCP) Liaison Task Forces

1. To foster a reinforcing impact on risk preparedness and business continuity awareness, AA has adopted the collaborative approach and established the high-level BCP liaison task forces as and when major airport events arise.

2. The BCP liaison task forces, comprising of management of AA and its BPs, serves as a forum for the discussion of key airport-wide emergency response and business continuity issues.

11.6.1 Liaison Task Forces Objectives

1. The BCP liaison task force may be formed with the objectives to:

   - promote alignment and understanding of existing emergency response and business continuity measures and procedures among airport stakeholders;

   - discuss critical issues aroused from existing major airport developments or events that might have an impact to the airport-wide emergency response and business continuity measures;

   - advise on strategies for greater HKIA operational resilience; and

   - formulate a unified position on issues affecting HKIA operational resilience;

   so as to strengthen airport-wide preparedness and operational resilience against risks and disruptions.

11.6.2 Membership

1. Chair: Airport Authority Hong Kong

2. Members *(when appropriate per event)*

   <u>AA</u>
   - Airfield Department
   - APM and Baggage Department
   - Aviation Logistics Department
   - Corporate Affairs Department
   - Information Technology Department

- Land, Property and Aviation Franchises Department
- Landside Department
- Retail and Advertising Department
- Safety, Security and Business Continuity Department
- Technical Services Infrastructure Department
- Technical Services Systems Department
- Terminal Operations Department

Business Partners

- Aircraft Caterers
- Aviation Fuel Farm
- Base Maintenance Operators
- Cargo Terminal Operators
- Into-plane Fueling Operators
- Line Maintenance Operators
- Ramp Handling Operators

Government Bodies

- Civil Aviation Department
- Customs & Excise Department
- Department of Health
- Fire Services Department
- Hong Kong Police Force
- Immigration Department

Others

- Aviation Security Company Limited

11.6.3 Frequency

1. Members of the BCP liaison task forces meet as necessary or when major airport events arise.

Appendix 1

Business Partners' Operational Risk Register (ORR) Regular Review Template

Company: _____

Date of Review: _____ Reviewed by: _____

Risk Item: _____

Document(s) stated the operational contingency / mitigation measures against the risk item:

_____

Latest revision number / issue date:

_____

Risk Category	Before Mitigation Measures	After Mitigation Measures

Plan / Document Review		Yes	No	N/A	Remarks
A. ALERTING					
A1	Are there procedures in place informing staff of the risk item?				
A2	Are the company's internal emergency alerting process and callout procedures to the incident included? (e.g. frontline / back office as appropriate)				
A3	Are key Head Office contacts included in this chart e.g. chief executives, media communications team, security team, HR team, emergency response third parties / service providers, etc.?				
A4	Do contact numbers include 24-hour accessible numbers?				
A5	Are alternate numbers available to minimise unreachable contact?				
A6	Are emergency contact numbers of business partners available?				
B. CRISIS MANAGEMENT COMMAND, CONTROL AND COORDINATION					
B1	Is there a pre-designated, HKG-based senior company executive who is directly accountable for the overall management of the incident?				
B2	Is there a pre-designated manager, the "Person-in-Charge" (PIC), who has direct accountability for the operational management of the incident?				
B3	Is there a pre-designated Command/Coordination Centre where the PIC and his/her crisis management team can work out of?				
B4	Is there a pre-designated person to activate the Command/Coordination Centre?				

	Plan / Document Review	Yes	No	N/A	Remarks
B5	Is this Command/Coordination Centre located at HKIA?				
B6	Is there a pre-designated local Command/Coordination Centre Team to support the PIC in managing the incident at this Centre?				
B7	Is there appropriate documentation for this Command/Coordination Centre's communication equipment e.g. phones, fax, telex, computers, internet connections, etc.?				
B8	Is there a Back-up Command/Coordination Centre if the pre-designated Command/Coordination Centre is not available?				
B9	Is there a protocol for staff when to activate the Back-up Command/Coordination Centre?				
B10	Is there an access control procedure in place to safeguard the entry to the Command/Coordination Centre?				
B11	Are plans in place to ensure sufficient manpower to operate the Command/Coordination Centre over an extended period of time?				
B12	Is there appropriate documentation to obtain additional manpower / resources to manage the incidents?				
B13	Is there a plan to send a senior staff member to the Airport Emergency Centre (AEC) as the company's AEC Representative?				
B14	Are the roles and responsibilities of the AEC representative documented?				
B15	Are there designated staff members responsible for maintaining a log of events and action taken?				
B16	Are plans in place to communicate / coordinate with airline customers to provide for support during the incident?				
B17	Any business continuity plans and measures in place to ensure operations during disruption?				
B18	Any recovery plans after the disruptions?				
C. MEDIA CRISIS COMMUNICATIONS					
C1	Is there a written HKG Media Crisis Communications Plan for the incident?				
C2	Is there a pre-designated HKG Spokesperson and Alternates for the incident?				

Plan / Document Review		Yes	No	N/A	Remarks
C3	Is there a crisis communication training programme for company's spokespersons and other senior company staff that may need to face the media?				
C4	Is there a pre-designated HKG Media Crisis Communications Team for the incident?				
C5	Do the plans reflect integration with the media plans of the Airport Authority?				
C6	If necessary, are there procedures for coordination with the Airport Authority on the drafting and issuing of press releases?				
C7	If necessary, are there procedures documented for the coordination with the Airport Authority on the planning and carrying out of press conferences?				
D. ASSISTANCE TO STAFF					
D1	Are there transportation services provided for staff to/from airport during the incident affected period?				
D2	Are there humanitarian assistance trainings provided for staff?				
D3	Are there appropriate Personal Protective Equipment available for staff in handling the incident?				
D4	In case of prolonged working hours during incidents, is there a staff resting area provided?				
E. REVIEW AND TEST					
E1	When was this risk item last assessed?				Date:
E2	What is the frequency for re-assessment of the risk item?				
E3	Any trainings provided to all responding staff members on this risk?				
E4	Any drills and exercises arranged for testing the relevant plans?				
E5	Are there documentation on the objectives, scope, participants, gathering and circulation of lessons learned from each of the training, drill and exercise?				

End of Business Continuity Cultural Awareness