



# **BUSINESS CONTINUITY MANAGEMENT SYSTEM (BCMS)**

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## 1.0 Revision Record Sheet

Revision Number	Effective Date of Revision	Revision Number	Effective Date of Revision
Original Issue	01 Oct 2008		
Revision 01	01 Apr 2010		
Revision 02	01 Aug 2010		
Revision 03	15 Dec 2010		
Revision 04	15 Aug 2011		
Revision 05	01 Mar 2012		
Revision 06	30 Jun 2012		
Revision 07	15 Sep 2012		
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Deputy Director, Airport Operations	1
Executive Director, Engineering & Technology	1
<b>Airfield Department</b>	
General Manager, Airfield	1
Deputy General Manager, Airfield	1
Assistant General Manager, Airfield	1
Assistant General Manager, Standards & Service Delivery	1
Assistant General Manager, Infrastructure Management and Coordination	1
<b>APM &amp; Baggage Department</b>	
General Manager, APM and Baggage	1
Assistant General Manager, Baggage Operations	1
Assistant General Manager, APM Operations	1
<b>Terminal Operations Department</b>	
General Manager, Terminal Operations	1
Assistant General Manager, Estate Management	1
Assistant General Manager, Passenger Services	1
Assistant General Manager, Terminal Operation & Government Facilitation	1
Assistant General Manager, Customer Service	1
<b>Landside Department</b>	
General Manager, Landside Development	1
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<b>Innovation &amp; Data Insights Department</b>	
General Manager, Innovation & Data Insights	1
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General Manager, Safety, Security & Business Continuity	1
Assistant General Manager, Business Continuity Planning	1
Manager, Business Continuity Planning	1
Assistant Manager, Business Continuity Planning	5
Senior Officer, Business Continuity Planning	1
Assistant General Manager, Airport Safety	1
Assistant General Manager, Airport Security	2
<b>Airport Operations &amp; Facilities Planning Department</b>	
General Manager, Airport Operations & Facilities Planning	1
<b>Technical Services Infrastructure Department</b>	
General Manager, Technical Services Infrastructure	1
Senior Manager, Civil & Infrastructure	1
Senior Manager, Electrical & Energy	1

Senior Manager, Mechanical & Utilities	1
Senior Manager, Buildings & Infrastructure	1
Senior Manager, Projects	1
<b>Technical Services Systems Department</b>	
General Manager, Technical Services Systems	1
Senior Manager, Baggage Handling System	1
Senior Manager, Automated People Mover System	1
Senior Manager, Technical Systems	1
Senior Manager, Airfield & Electronic Systems	1
<b>Integrated Airport Center</b>	
IAC Airport Duty Managers	1
IAC-TOD c/o Terminal & Landside Duty Manager	1
IAC-LD c/o Assistant Manager, Landside Services	1
IAC-ACC c/o Assistant Manager, ACC	1
IAC-BMO c/o Assistant Manager, Baggage Handling	1
IAC-FRT c/o Assistant Manager, Technical Services	1
IAC-SOCC c/o Assistant Manager, IT Operations	1
IAC-AVSECO c/o Assistant Manager, AVSECO	1
AEC c/o Senior Officer, BCP	1
<b>Aviation Logistics Department</b>	
General Manager, Aviation Logistics (Hong Kong)	1
Assistant General Manager, Aviation Logistics	2
<b>Land, Property &amp; Aviation Franchises Department</b>	
General Manager, Land, Property & Aviation Franchises	1
Assistant General Manager, Property Portfolio & Aviation Franchises	1
<b>Corporate Affairs Department</b>	
Chief Corporate Affairs Officer, Corporate Affairs	1
General Manager, Corporate Branding and Marketing	1
<b>Sustainability</b>	
General Manager, Sustainability	1
<b>Human Resources Department</b>	
Head of HR Relationship Management	1
General Manager, Rewards and Organization Development	1
<b>Administration Department</b>	
Senior Manager, Administration	1
<b>Information Technology Department</b>	
Chief Information Officer	1
Deputy Chief Information Officer	1
Senior Manager, IT Operations	1
<b>Internal Audit Department</b>	
Senior Manager, Internal Audit	1
<b>Legal Department</b>	
General Counsel	1
<b>Retail and Advertising Department</b>	
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Deputy Executive Director (Standard & Planning)	1
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## **5.0 Manual Status**

This is an Airport Authority Hong Kong (AAHK) document, intended solely for internal staff use.

### **5.1. Manual Authority**

This is an AAHK document issued under the authority of the Executive Director, Airport Operations where the Owner of this document is the General Manager SSBC and is administered by the Assistant General Manager Business Continuity Planning.

### **5.2. Requests for Amendments**

All requests for amendments to this document should be raised in writing to the Assistant General Manager Business Continuity Planning, together with the following information:

1. Department, Name, job title and contact phone number of the party raising the request;
2. Existing text or information to be amended;
3. Proposed new text or information to be added;
4. Effective date for the proposed amendment to take place, if applicable; and
5. Reasons for the proposed amendment or new data, with supporting documentation, where applicable.

### **5.3. Disclaimer**

1. This document is the property of the AAHK and is intended for internal staff use only.
2. No part of this document may be reproduced or transmitted in any form or by any means whatsoever for any purpose without written permission of the General Manager SSBC.
3. The AAHK accepts no liability for any damage, indirect or direct (including loss of profit or consequential loss) that may be sustained by individuals, property or organizations as a result of activities carried out in association with the contents of this document.
4. The AAHK cannot be held responsible for any inaccurate or superseded information contained in this document.

## **5.4. Policy & Objectives**

The Business Continuity Manual for the Airport Authority Hong Kong defines the Purpose and Scope, Policy, Objectives, Responsibilities and Business Continuity Processes relating to responses from AA departments, Business Partners, Contractors and Service Providers in relation to airport operational disruptions and crises.

### **5.4.1. Policy**

1. Airport Authority policy requires all relevant divisions and departments to document, implement, drill and routinely test their Business Continuity Plans.
2. The Business Continuity Manual will be used to help assess and coordinate the necessary resources and activities required in order to have an effective and coordinated response to operational disruptions and crises.

### **5.4.2. Objectives**

The primary objectives of the Business Continuity Manual are to:

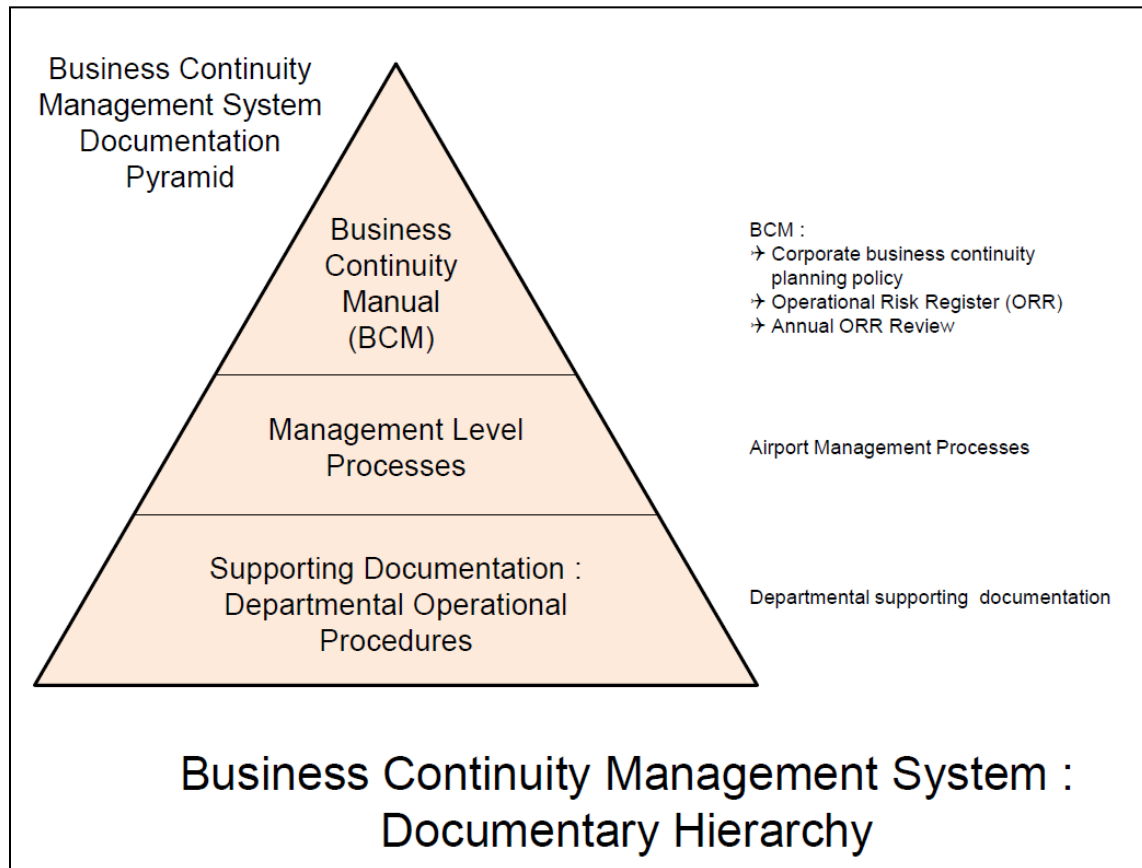
1. Document relevant Business Continuity processes and requirements;
2. Establish a consistent style for all applicable plans;
3. Facilitate the routine review and updating of plans;
4. Establish schedules for exercises and drills; and
5. Enable systematic management practices.

## **6.0 Hierarchy, Scope & Purpose**

### **6.1. Hierarchy**

1. Below diagram illustrates the hierarchy of documentation within the Business Continuity Management System (BCMS).
2. Note the relationship between the :
  - a. Business Continuity Manual (BCM)
  - b. Operational Risk Register (ORR)
  - c. Annual ORR Review
  - d. Various major airport management processes
  - e. Relevant departmental procedures

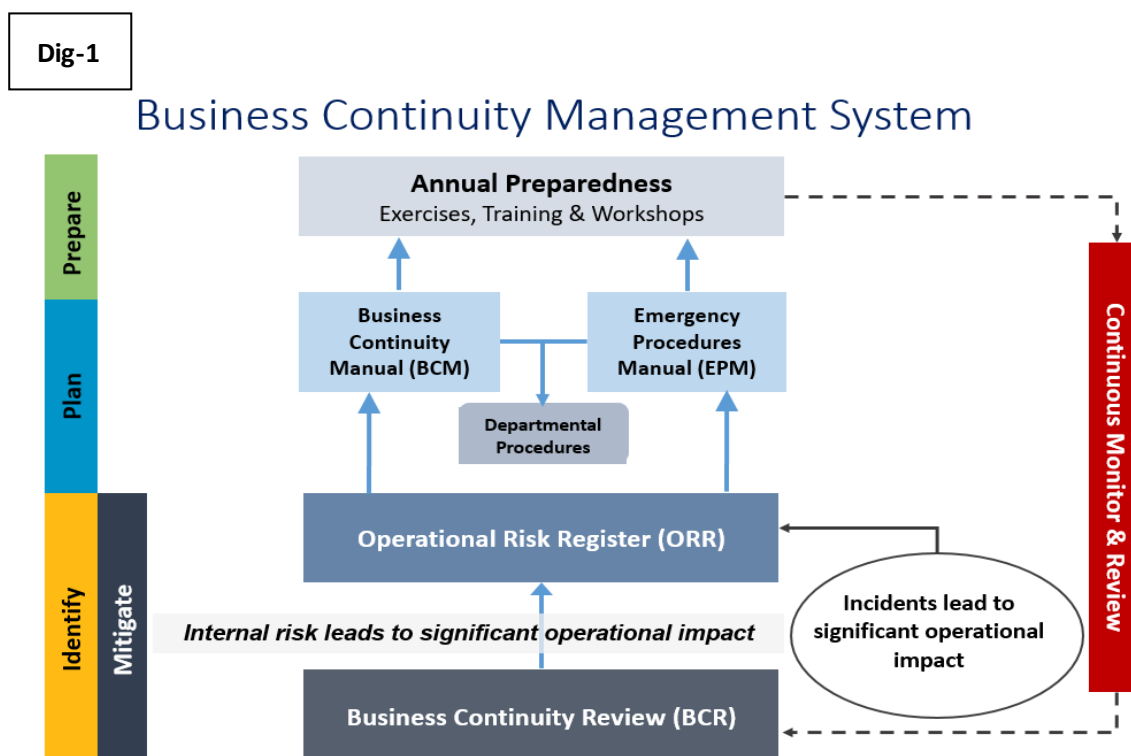
### 3. Hierarchy Pyramid :



## 6.2. Scope

### Risk Management Philosophy

Given the myriad potential disruptions and crises that may affect the operations of Hong Kong International Airport, Management has put in place systems and processes that will identify, manage and minimize the negative effects these potential disruptions and crises may cause. An integrated, multi-layered risk and business continuity management process (Business Continuity Management System, BCMS) is used to identify and manage potentially disruptive situations (Dig-1).



Operational Risk Register is maintained to track and document identified risks. Also, validations drills and exercises are conducted on a regular basis to review, test and train staff to the plans. All HKIA stakeholders are active partners in this process.

In the event of a crisis, appropriate emergency response and business continuity plans are activated and managed from within the Integrated Airport Centre (IAC) and the Airport Emergency Centre (AEC). Because the nature of the risks involved changes over time, the Airport Authority understands that risk and business continuity management processes must remain dynamic.

Constant vigilance and appropriate resources are applied to ensure the five critical flows of passenger, baggage, aircraft, cargo and information are maintained at HKIA. A tried and tested risk management model is utilized to identify and manage risk exposures. Management identifies and retains its operational risk portfolio in the HKIA Operational Risk Register (ORR), which are managed by means of emergency response and business continuity plans.

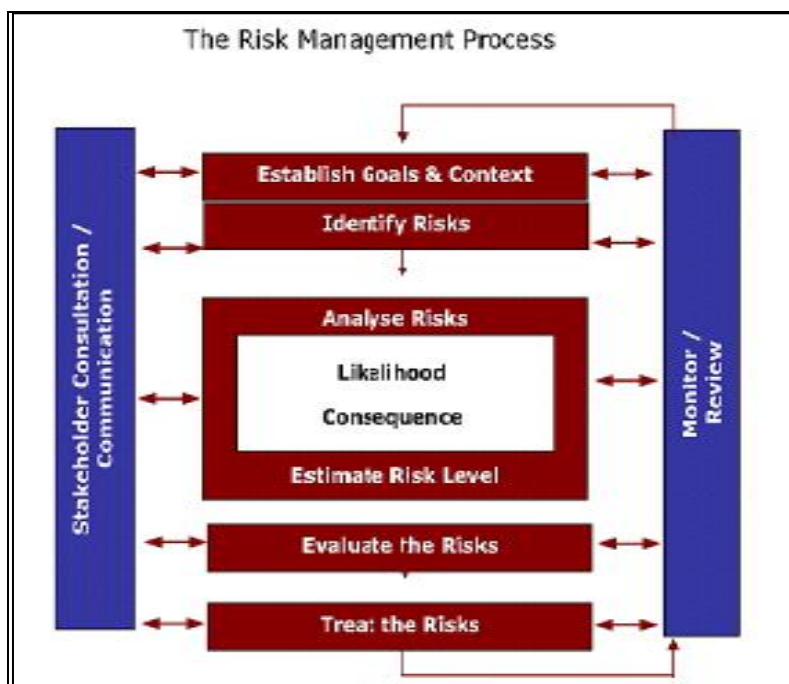


Management aims to focus on the processes needed to maintain and recover our key airport business deliverables. Accordingly, the BCMS uses a response-driven, process-based approach. This ensures priority of efforts in managing critical and important tasks during a potentially chaotic crisis situation. The BCMS is also multi-layered in its design to reflect the multiple and simultaneous responses needed to manage any crisis.

All plans derived from the BCMS are tested at the minimum on a biennial basis with most plans, including those relating to aircraft accidents, on an annual basis. This regular testing schedule enables written plans to be reviewed while staff are provided with the opportunities to be trained regularly to the plans.

The diagram (Dig-2) below illustrates the overall risk management framework that enables a consistent and comprehensive approach to managing the Authority's risk exposures.

Dig-2



### Emergency Procedures Manual (EPM)

The EPM is a CAD-regulated manual containing operational response procedures to emergency scenarios mandated by the International Civil Aviation Organization (ICAO) and the Security Bureau of the HKSAR Government. The EPM covers the operational procedures for handling emergency situations.

All responders to HKIA emergencies are recipients of this manual. Recipients include airlines and ground handling agents, ramp operators, cargo operators, air caterers, line and base engineering operators, MTR, medical agencies and government departments (Control Authorities and others).

There are three volumes to the EPM.

- Volume 1 deals with aircraft related incidents and accidents.
- Volume 2 deals with security related incidents whereas
- Volume 3 deals with other types of potential crises like public health, transportation, building fires, dangerous goods, typhoons and other weather related situations.

The EPM is updated on a biannual basis.

### Business Continuity Manual (BCM)

The BCM complements the EPM by covering the preventive actions as well as the business recovery actions needed to bring the airport back to normal operations after an emergency. The BCM also covers other business continuity disruptions and crises that may affect the operation of the airport and that are not covered by the EPM.

The BCM is a dynamic document. It will evolve as new risk exposures are identified and placed into the Operational Risk Register.

Lessons learned from real crises, as well as lessons learned from regular drills and exercises, are fed back into the response plans and suitable amendments made to the BCM. The BCM is updated on a biannual basis.

### Operational Risk Register

Identified significant risks are tracked and documented in an Operational Risk Register is reviewed on an annual basis. Risks are assessed by way of a simple yet proven Likelihood versus Consequences Matrix (Dig-3).

High Likelihood corresponding with high Consequences are categorized as Severity “A”. Lower Likelihood corresponding with lower Consequences are graduated down to Severity “C”. Category “A” risks must be addressed via the risk mitigation initiatives of risk transfer, risk avoidance and risk reduction to reduce the risks down to at least Severity “B2”, the tolerable risk level which is as low as reasonably practicable (ALARP).

High category risks are prioritized and addressed first. Once these critical areas are managed, other risks are worked on. It is the aim of the AA to reduce all risks down to Severity “B2” or lower.

Dig-3

Risk Assessment Matrix		Consequences (1 = Lowest; 5 = Highest)				
		1	2	3	4	5
Likelihood 1 = Lowest; 5 = Highest	1	C	C	C	C	B2
	2	C	C	C	B2	B1
	3	C	C	B2	B1	A
	4	C	B2	B1	A	A
	5	B2	B1	A	A	A

## **Integrated Airport Centre (IAC) and Airport Emergency Centre (AEC)**

In the event of a disruption or crisis occurring in HKIA, the appropriate response and continuity plans will be actioned. Activating and managing these plans, the management of the crisis, will take place from within the Integrated Airport Centre (IAC) and the co-located Airport Emergency Centre (AEC).

The IAC, commissioned in July of 2007, is the nerve center of the airport. It is manned around the clock. It is staffed by the Airport Duty Manager (ADM) and duty staff to manage the real time resource allocations and operational activities pertaining to Airfield operations, technical systems reliability, IT, Terminal operations, Baggage management, APM operations, Flight Information Display System operability and Security Control.

There are two major aims to the IAC. The first is to maintain the critical flows of passengers, baggage, aircraft, cargo and information. The second major aim of the IAC is the early detection and management of incidents.

For large scale disruptions or crises the ADM will activate the AEC as part of the immediate response to contain and manage the crisis. Other responders will report to the AEC and activate their various emergency response and business continuity plans. Overall coordination of this crisis management effort is led by the ADM, until the arrival of the Executive Director, Airport Operations or his alternate to ensure that an integrated, fast and comprehensive airport-wide response is directed at the crisis. This will enable an effective and efficient management of the crisis and promote the speedy recovery of airport operations back to normality.

## **Annual Preparedness Schedule**

The Annual Preparedness Schedule lays out the series of training seminars, drills and exercises that are to be carried out during each fiscal year. The Schedule is interlinked to the Operational Risk Register in that higher risk exposures will have greater emphasis in the number of drills and exercises to be carried out. The Preparedness Schedule is the last link in the risk and business continuity management cycle.

Potential disruptions are identified and assessed. Mitigation initiatives such as risk transference, avoidance and reduction are applied. Residual risks are managed through integrated and multi-layered emergency response and business continuity plans. Plans are tested and revised as appropriate to a laid out schedule of annual training seminars, drills and exercises.

### **6.3. Purpose**

The primary purpose of the Business Continuity Manual is to provide a framework to accommodate and maintain critical Business Continuity Plans for the Airport Authority Hong Kong, cross-referencing relevant supporting documents, where necessary.

### **6.4. Business Continuity Methodology**

1. The Business Continuity Manual (BCM) and the Operational Risk Register (ORR) are to be reviewed and amended on a regular and periodic basis.
2. The ORR is reviewed via a systematic and standardized process called the Annual Operational Risk Evaluation and Control Review (ORR Review).
3. This review is directly linked to the biannual review process of the BCM.
4. The aims of the ORR Review are to ensure :
  - a. A systematic and standardized process is in place to control and manage the Authority's Operational Risk Register.
  - b. Identified risks are still applicable to the business continuity of the airport.
  - c. Active Risk Management Initiatives are still valid.
  - d. A regular review of the risk assessments is carried out.
  - e. Contingency plans are updated and properly exercised according to schedule.
  - f. Staff are trained to the plans.
  - g. New and emerging risks are identified and managed.
  - h. The BCM is amended and updated in accordance to a regular schedule.
5. A structured approach is to be used to review each identified risk within the Department's list of ORR :
  - a. One staff from each department, at an AGM level, is to be assigned as the Departmental ORR Coordinator.
  - b. This Departmental ORR Coordinator is accountable to the General Manager for the initiation, coordination, documentation and follow-up activities of the departmental ORR review process.
  - c. Results of the review process are to be documented and saved in a dedicated folder within a departmental shared drive.
  - d. Follow-up actions identified in the review are to be carried out by the respective departmental ORR risk owner.
  - e. Individual departmental ORR risk owners should be no less than an AGM/Senior Manager in seniority; e.g. the section head should be the designated ORR risk owner and the section's assistant managers/managers should not be the risk owner.
  - f. Once follow-up actions are carried out, results are to be recorded in the departmental shared drive.
6. The Departmental ORR Review Process :

- a. A member of the SSBC-BCP section is assigned as the liaison officer to each operations department to assist the line department to carry out its ORR Review.
- b. The Departmental ORR Coordinator initiates review by setting up individual meetings with each ORR risk owner or his/her designate within the department.
- c. The review is to be carried out against a set of standardized questions contained in the ORR Review.
- d. Results of completed ORR Review are signed-off by both the risk owner and the Departmental ORR Coordinator.
- e. Once all departmental ORR risks have been reviewed, the Departmental ORR Coordinator will collate the results and submit to the department head for endorsement.
- f. Once endorsed, results are presented to the Executive Director, Airport Operations.
- g. Final results are documented and recorded in the departmental shared drive.
- h. Copies are also forwarded to SSBC for consolidation.

## **6.5 Coordinated Media Communication Planning**

1. Business continuity plans must also include a media communication plan.
2. The primary aim of the media communication plan should be to proactively collect and disseminate relevant and timely key messages to stakeholders as well as the general public via the mass media as part and parcel of the overall management response to the incident.
3. An essential criteria of a sound media communication plan is to ensure all relevant stakeholders are integrated into the overall media communication planning; in other words, a joint approach to media planning.
4. The following points should be considered when implementing a coordinated media communication plan :
  - a. Identify major stakeholders and establish a joint media group/team.
  - b. Agree with major stakeholders on key deliverables to the media plan.
  - c. Major stakeholders should include the company involved in the dispute, its parent company if applicable, Police and other government departments as necessary.
  - d. Confirm that the AEC will be the primary conduit for information exchanges and updates.
  - e. Designate liaison persons and spokespersons from each party.
  - f. Discuss and agree upon possible response scenarios with corresponding key messages as well as stocking up on press kits and lists of potential Q&A's.

- g. Discuss and agree upon media targets and related timelines.
- 5. Discuss and agree on work processes as well as liaison persons in order to establish and fine tune implementation details :
  - a. Key messages e.g.
    - i. From each individual stakeholder
    - ii. From the joint media management working group/team.
  - b. In-Terminal announcements e.g.
    - i. Pre-recorded announcements to be made during incident in English, Cantonese and Mandarin;
    - ii. Electronic emergency notices will be broadcasted at baggage reclaim hall to inform arrival passengers of industrial action and other important information.
  - c. In-flight announcements e.g.
    - i. In-flight announcements prior to landing of inbound aircraft to inform passengers of special arrangements / notifications in regards to the incident
  - d. Website management e.g.
    - i. Who will alert others of developing situation,
    - ii. What messages should be uploaded,
    - iii. When it should be uploaded,
    - iv. What messages should be deleted and when to delete, etc.
- 7. Media enquiries e.g. Emergency notices / information / press releases / enquiry numbers to be communicated to media, etc.

## **7.0 BCMS Planning Guide**

### **7.1. Introduction to the BCMS Planning Guide**

1. This document is an Airport Authority document intended solely for internal use.
2. This is a planning document and its intentions are to guide divisions and departments through the Airport Authority Business Continuity Management System (BCMS) in order for them to develop and drill their department's business continuity plans.
3. The ultimate aim of this planning document is to enable all divisions and departments to establish and maintain validated, business-derived, response-driven, process-based, multi-layered business continuity plans to manage any foreseeable and probable airport service disruptions and crises.

### **7.2. Objectives of the BCMS Planning Guide**

The objectives of this BCMS Planning Guide are :

1. State and explain each part of the process within the Airport Authority's Business Continuity Management System.
2. Assist departments and sections to place their various existing plans within the BCMS.
3. Assist departments and sections to develop and write standardized and effective business continuity plans in areas which may need updating.
4. Assist departments and sections to establish a regular schedule of exercises and drills in order to systematically practise their business continuity responses as well as train their staff to the plans.

### **7.3. Scope of the BCMS Planning Guide**

1. This is a planning document intended to lead departments and sections through the successive steps needed to review, amend and test their existing business continuity plans and where necessary, develop, write and validate new plans.
2. There is no intention for departments and sections to rewrite their existing plans; instead, what is being asked is for departments and sections to review their existing plans and in accordance with the process laid out in the planning guide, place their plans into relevant sections within the BCMS.

3. The eventual deliverable of this planning guide is the departmental BCMS Consolidated Tables.
4. There is no need to rewrite existing plans and manuals together into the BCMS consolidated tables; the existing plans and manuals can remain in their present locations and need only be referenced to within the completed BCMS tables.
5. This is a planning guide and not a crisis management manual or an operational manual; operational procedures should be referenced back to departments' and sections' relevant operational manuals.

#### **7.4. How to use the BCMS Planning Guide**

1. This is a business continuity planning guide and not an operational manual.
2. The planning guide will take you step by step through the planning processes needed to :
  - a. Review your existing business continuity plans; there is no need to rewrite any of your existing plans unless you feel they are inadequate and / or out of date;
  - b. Place these existing plans within the context of the Airport Authority Business Continuity Management System;
  - c. Assist you to identify areas where you presently may not have appropriate plans written out;
  - d. Assist you to develop and write these plans to conform to the accepted BCMS format and
  - e. Develop an annual exercise and drill schedule to validate as well as train your staff to your plans.
3. The chapter, "BCMS Planning Process", explains the BCMS in detail and helps you to understand how your various existing plans fit into the BCMS.
4. The chapter, "Putting Together the BCMS Plan", shows you where to place your existing plans into the BCMS.
5. "Business Deliverables Resources Chart", the last section within the chapter "Putting Together the BCMS Plan", will help you develop and write plans in areas where you have identified deficiencies within your existing plans.
6. After you have successfully gone through this planning guide, you will have validated, business-driven, processes-based, multi-layered business continuity plans that will help you manage any foreseeable and probable service disruptions and / or crises your department may face.



## **7.5. BCMS Planning Process**

### **7.5.1. About this Process**

1. The Hong Kong International Airport (HKIA) is an integral part of the Hong Kong Special Administrative Region (HKSAR).
2. As one of the SAR's major transportation links to the rest of the world, HKIA must be able to maintain its operations at all times.
3. The Airport Authority Hong Kong has adopted a business-derived, response-driven, process-based, multi-layered business continuity model to ensure the continued operational viability of the HKIA.
4. The Authority's Business Continuity Management System (BCMS) is based upon this model.
5. This section will explain the system by first defining some common terms used in managing a business disruption or crisis.
6. Next, it will explain the contingency planning and crisis management processes needed by divisions and departments to plan for and manage potential service disruptions and business continuity crises.
7. Finally, it will explain how divisions and sections can place their various existing plans into the BCMS framework as well as develop and write new plans in areas where there may be identified deficiencies within existing plans.

### **7.5.2. The Response : Defining Common Terms**

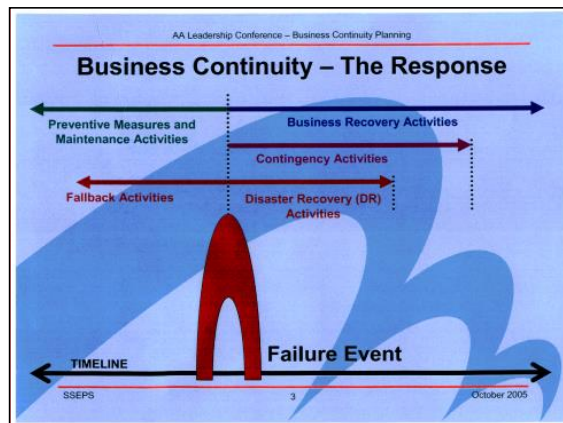
1. There are many ways to define a crisis, though for our purposes, the following definition is comprehensive enough for us to describe the many different crises we may face (e.g. aircraft accidents, IT and Engineering system failures, industrial actions by airline staff, security incidents, etc.).

*“A crisis is any critical event requiring an immediate, proactive response in order to manage and minimize its negative impacts to the Airport Authority's operations, reputation and profitability.”*

2. The immediate and proactive responses activated upon the occurrence of a critical event will include the Authority's crisis management response as well as the business continuity plans of the various divisions and departments.

3. The crisis management response may include the activation of the Airport Emergency Centre (AEC).
4. The various business continuity plans/activities of the divisions and departments can be classified into one of the following five response activities :
  - a. Preventive measures and maintenance activities.
  - b. Fallback activities.
  - c. Disaster recovery activities.
  - d. Contingency activities.
  - e. Business recovery activities.
5. Preventive Measures & Maintenance Activities – defined as :
  - a. IT usage – Activities to fully test and validate any system upgrade or upload for system compatibility before putting into the production system.
  - b. Also known as “Pre-production Testing or Protocol” by IT professionals.
  - c. Engineering system’s usage – Activities to maintain system output during scheduled maintenance, etc.
  - d. These activities also include documenting the following :
    - i. Measurable criteria to monitor successful system performance after upload.
    - ii. Pre-set criteria on monitoring timeframes.
    - iii. A decision-making mechanism on whether to continue with the upload or to back-out at each critical point during the upload process.
    - iv. Back-out procedures to re-establish system stability at each critical point of the upload.
6. Fallback Activities – defined as :
  - a. Activities aimed to continue critical functions during temporary system unavailability.
  - b. Also known as “workaround” activities.
  - c. Commonly used during anticipated periods of system unavailability; e.g. during scheduled maintenance, hardware upgrades, recurrent system “hiccups”, etc.
7. Disaster Recovery Activities – defined as :
  - a. Primarily an IT term that describes all related activities designed to restore an IT system that has failed.
  - b. Focused on the failed system’s restoration and data recovery as opposed to maintaining the business critical function.

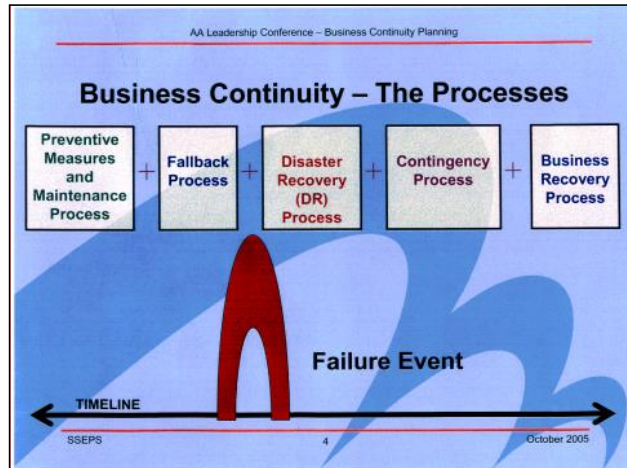
8. Contingency Activities – defined as :
- a. Activities designed to maintain business critical functions in the event of IT or Engineering systems failure.
  - b. Service disruptions may include the inability of external parties to provide essential services or information critical to a work process.
  - c. Service disruptions may also include the unavailability of the primary work place essential to a business critical function.
  - d. These contingency activities may involve degradation of agreed “normal” service delivery standards.
  - e. Contingency activities may also involve succession planning and/or work outsourcing where pivotal staffs are no longer able to support key business deliverables.
9. Business Recovery Activities – defined as :
- a. Activities that transfer or recover the business (flow of data, people, cargo, baggage, aircrafts, etc.) from the contingency activities mode back to the “normal” mode.
  - b. May involve transfer of the business flow back to the primary work place or to an alternate work place if the primary is unavailable for an extended time period.
10. The following diagram shows these 5 types of activities in relation to a failure event, which is represented by the arch located on the timeline.



## 7.6. Maintaining Business Continuity – The Processes Involved

1. From the previous section, it can be seen that the various activities can be collated and organized into sets of related processes.
2. There would then be 5 different sets of related processes :
  - a. Preventive measures and maintenance process.
  - b. Fallback process.

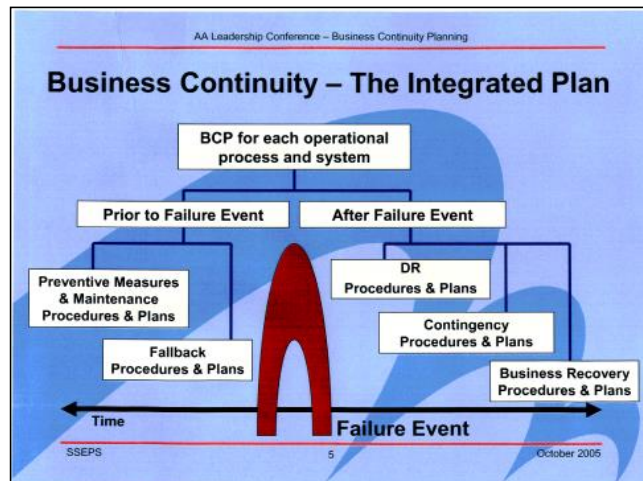
- c. Disaster recovery process.
  - d. Contingency process.
  - e. Business recovery process.
3. The following diagram shows these 5 processes in relation to each other as well as to a failure event.



4. Note that the “preventive measures & maintenance process” and the “fallback process” are to the left of the failure event.
5. The remaining three processes are to the right of the failure event

### 7.7. Business Continuity : The Integrated Plan

1. The next step is to ensure all the various activities are properly written down with detailed procedures describing each step within the process.
2. These procedures then become your documented plan.
3. Validation of these plans by regular drills and exercise will ensure the plans are up to date, as well as your people are trained to the plans.
4. Through proper documentation and comprehensive validation drills and training exercises, you will end up with a comprehensive, business-derived, response-driven, process-based, multi-layered business continuity management plan for each of your business critical functions.
5. The diagram below shows the relationship between the 5 sets of procedures within the Business Continuity Management System for each of your operational process / system supporting your business critical functions.



## 7.8. Putting Together the BCMS

This section will help you take your existing plans and assign them into the appropriate places within the BCMS.

### 7.8.1. Defining the Key Business Deliverables

1. There is no intention to rewrite any of your existing plans.
2. Instead, complete the following table, “Key Business Deliverables Summary Table” (Item 8. Below), categorizing all your various existing plans into relevant sections of the BCMS.
3. Begin by stating all the Business Deliverables responsible by your sections.
  - a. These Business Deliverables are services or operations or activities that define and maintain the flow of passenger, baggage, aircraft, cargo and information through the airport under your section’s responsibility.
  - b. Examples include :
    - i. Stand allocation
    - ii. Runway serviceability
    - iii. PTB environmental controls (e.g. lighting, power, air-conditioning, water, etc.)
    - iv. Check-in process
    - v. Baggage management – inbound, outbound, transfer
    - vi. PTB outbound passenger flows, transfer passenger flows, inbound passenger flows, etc.

- c. Do not list IT or engineering systems as Business Deliverables; e.g. FIDS and the APM are systems and not Business Deliverables.
4. Under each Business Deliverable, list all the relevant IT systems, Engineering systems and Work Processes supporting the Business Deliverable.
5. For each IT, Engineering and Work Process, place a “Yes” or a “No” to indicate whether you do or do not have existing procedures.
6. Place a “N/A” for “not applicable” if that item is not relevant.
7. Placing a “No” at places where you do not have existing procedures will serve as an indicator for you to develop and write new procedures to correct this deficiency.
8. An example of a Key Business Deliverables Summary Table – SSBC

2 Key Business Deliverables Summary tables

b. Security

Business Deliverables	Involved Processes	Primarily related to IT & Engineering System			Primarily related to Work Process		Risk Assessment C: Consequences (1-5) L: Likelihood (1-5)		
		Preventive Measures & Maintenance Procedures (Yes / No)	Fallback Procedures (Yes / No)	Disaster Recovery Procedures (Yes / No)	Business Continuity Procedures (Yes / No)	Business Recovery Procedures (Yes / No)	Risk Category (A, B1, B2, C)	Risk after Mitigation (A, B1, B2, C)	Remarks
Business Deliverable (BD 3) : Security screening of persons and articles being transported on aircraft	<b>IT System</b>								
	Nil	--	--		--				
	<b>Engineering System</b>								
	Baggage X-ray Screening machines	Yes Quality Assurance Programme	Yes (Hand Search. Not documented)		Yes AVSECO Security Procedures Manual		B2 (L=2, C=4)	C (L=1, C=2)	
	Explosives Trace Detection System	Yes Quality Assurance Programme	Yes (Hand Search. Not documented)		Yes AVSECO Security Procedures Manual		B2 (L=2, C=4)	C (L=1, C=2)	
	<b>Work Process</b>								
	Hand Search				n/a	n/a	C (L=1, C=2)	C (L=1, C=2)	
	HKIA Airport Security Programme				n/a	n/a	C (L=2, C=2)	C (L=1, C=2)	
	AVSECO Security Procedures Manual				n/a	n/a	C (L=2, C=2)	C (L=1, C=2)	
	AVSECO Action Cards				n/a	n/a	C (L=2, C=2)	C (L=1, C=2)	

## 7.8.2. Business Deliverables Annual Exercise & Drill Schedule

1. This Schedule enables you to put in place a comprehensive plan to exercise and drill all your business deliverables.
2. AMD requirement is for each system to be fully tested at least once every two years.
3. Compilation of this table should include :
  - a. Inputs from all relevant business partners, either internal like other Divisions / Departments / Sections, external partners like service providers / contractors, other stakeholders like airlines and handling agents, if applicable.
  - b. An appropriate exercise operational budget for costs incurred while conducting the drills and exercises.
4. Business Deliverables Annual Exercise and Drill Schedule Summary Table – SSBC Department, Security Section (example below).

### b. Security

Business Deliverables	Involved Processes	- Write down the schedule of exercises / drills: "N/A" if exercises / drills not necessary. - If more than one process involved in same exercise, use " ( ) " to show master process and <i>italic</i> font mention on the slave one.											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Business Deliverable (BD 2):  <b>Protection of Airport Restricted Area from unauthorized access</b>	<b>IT System</b>												
	External Examination System (EES)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	<b>Engineering System</b>												
	ACS: - Weekly Test on Boarding Gates; - Monthly Test on Security Push Bar doors Monthly Test on Kick-bar Alarm	√	√	√	√	√	√	√	√	√	√	√	√
	PIDS:	Nil drill/exercise; daily tested											
	Infra-red Alarm System: Monthly Test by TSD	-	-	17, 20	-	-	-	-	-	25	-	-	-
	CCTV	Nil drill/exercise; daily tested											
	MDAS: Monthly (M) Test by TSD	17	6	19	25	28	19	23	20	19	15	20	19
	Perimeter Fence / Barriers	Nil drill/exercise; Annually inspected; Daily checked by AVSECO											
	Perimeter Lighting	Nil drill/exercise; Quarterly inspected; Daily checked by AVSECO											
	<b>Work Process</b>												
	AVSECO Security Procedures Manual PTB Containment Plan - Containment Drill (annual)	-	-	-	-	28	-	-	-	-	-	-	-

### 7.8.3. Business Deliverable Recovery Priority Table

1. The purpose of this table is provide a pre-thought out framework on which to base your recovery strategy if two or more business deliverables are down at the same time.
2. This table asks you to prioritize your department's business deliverables in order of recovery.
3. You will need to consult with other relevant departments on your priority listing to ensure common understanding of recovery objectives throughout all divisions and departments within the Authority.
4. Against each business deliverables, state the agreed upon service delivery standards in measurable criteria.
5. An example of a Business Deliverables Recovery Priority Table – SSBC, Security

#### 4. Business Deliverables Recovery Priority Table (Biennial review in 2018)

Recovery Priority (Assign a number from 1 to n where n is equal to the number of BD's within the Unit)	Business Deliverables	Agreed Service Delivery Standard (quantity with measurable criteria)	Section Responsible	Other involved Sections and / or Units
1	BD 2 : Protection of Airport Restricted Area from unauthorized access	See HKIA Quality Assurance Programme – Security Equipment and Systems	Security	AVSECO & TSD
2	BD 3 : Security screening of persons and articles being transported on aircraft	See HKIA Quality Assurance Programme – Security Equipment and Systems	Security	AVSECO & TSD
3	BD 1 : Fire Safety Management	N/A	Safety	MCDD, T1D & TSD
4	BD 4 : Deliver a validated operational crisis management capability through a Business Continuity Management System based upon industry best practices	N/A	BCP	N/A
5	BD 5 : Maintain readiness of the AEC and Back-up AEC to manage the AA's operational response	See AEC Ops Manual	BCP	Line departments as required by Crisis Management Team



#### 7.8.4. Business Deliverable Planning Template

1. This planning template is to assist you in writing new procedures wherever your existing processes are missing such procedures.
2. This is a planning process in itself; it will take you step by step to write out new contingency plans.
3. First thing you need to do is to state the Business Deliverable.
4. Next is to write out the agreed service delivery standards in measurable, quantifiable terms.
5. Next is to list out all the resources needed (Staff, Premises, IT & Engineering Systems) to maintain and/or recover this Business Deliverable to the stated service delivery standards.
6. Once you have decided on the resources you will need, next step is to write out and document the operational procedures.
7. Ensure that other stakeholders in your Business Deliverable are consulted for their inputs.
8. Some service disruptions or crises will involve a possible lowering of service standards; as such, you may wish to add to the table one or two levels of acceptable/agreed upon service degradation(s) with their corresponding resources and operational procedures.

Business Deliverables Planning Template :

Business Deliverables Planning Template													
Department / Section : _____													
Business Deliverables (BD)	Staff	Premises			IT / Telecommunications / Engineering Systems & Equipment							Operating Procedures (Referenced in Which Document?)	Others Involved (Internal / parties)
		Area (m <sup>2</sup> )	Work Stations	Others	IT Systems / Applications	Engineering Systems	PC Internet Enabled	Print	Fax	Phone / TMR	Others		
<b>BD 1 – Quantify with measurable criteria</b>													
Agreed Service Delivery Standards													
Degraded Level 1 Service Delivery Standard (if applicable)													
Degraded Level 2 Service Delivery Standard (if applicable)													
<b>BD 2 – Quantify with measurable criteria</b>													
Agreed Service Delivery Standards													
Degraded Level 1 Service Delivery Standard (if applicable)													
Degraded Level 2 Service Delivery Standard													

**End of BCMS**

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