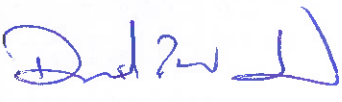


# Business Continuity Manual

## Business Continuity Plan: A7 Industrial Action Plan

|             |                                     | Signature   | Revision | Effective Date |
|-------------|-------------------------------------|---|----------|----------------|
| Updated By  | Assistant General Manager AD        | <br>Albert Ho | 35       | May 2024       |
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## **A. Introduction**

1. This is an industrial actions planning template for use by AMD departments.
2. This template lists out major areas that need to be addressed should there be an industrial action planned by staff of an airport related company which may have severe impact upon airport operations.
3. The aim of this template is to maintain airport operations as much as possible for the rest of the airport community without taking sides in any industrial disputes.
4. This template is not exhaustive and other areas of concerns specific to a particular type of industrial action should not be ignored.
5. The assumption is made that forewarning is received on an impending industrial action so that prior business continuity planning and coordination may take place.
6. This generic template will be updated as lessons are learned from responding to other industrial actions at HKIA.

## **B. Command & Control : Airport Emergency Centre**

1. Establish the incident's "person in charge" and his/her contact information from each relevant external organization as well as from AA internal departments.
2. Decision should be made prior to the start of the industrial action on whether the AEC needs to be activated and/or an onsite command post to be establishing on the day.
3. Other decisions concerning the AEC or onsite command post includes :
  - a. When should AEC / onsite command post be activated – specify time, date and location (for the command post) if possible.
  - b. Who is expected to man the AEC / onsite command post; what organizations are expected to send representatives.
  - c. How to inform all relevant parties that the AEC is activated on the specified time and date.
  - d. AEC roster pattern should be decided, i.e. 24-hour manning or reduced manning during midnight hours, etc.
  - e. Activation or standby responses specific to the incident, i.e. Flight Rescheduling Control System Team on standby, or, concurrent activations of other command centers from CTO's/GHA's/Police, etc.
  - f. Anticipated duration of incident, hence, of AEC activation so that relevant parties can plan for manpower deployment especially for extended AEC activations.

### **C. Designated Areas for Sit-in / Demonstrations / Picket Lines**

1. As much as possible, engage the potential demonstrators in discussions on their planned demonstration activities.
2. Facilitate their demonstrations in designated areas.
3. Discussions with demonstrators should be carried out in partnership with the Police, the discussions may include:
  - a. The agreed designated area/ routes for facilitating their sit in/ procession request
  - b. The Do's and Don't's during their sit in/processions activities
  - c. Reminder to the organizer that the code of activities and any unlawful activities may cause potential breach of the AA bylaw.
4. Discussions internally with the Police and AVSECO should include facilitation of reporters and press members that will be covering the demonstrations; facilitation may include :
  - a. Designating specific areas for the reporters and press members.
  - b. Designating CAF information officers that will be at the sites.
5. Agreed plan should be documented and circulated amongst involved parties, including AA CAF; Duty Managers and relevant staff deployed to manage the incident in real time needs to be briefed prior to their coming on shift/ arriving on site.
6. The area to be managed by the appropriate duty managers and appropriate staff deployed to act as site liaison as well as constantly monitor activities in and around the designated areas.
7. Major designated areas include :
  - a. T1 Level 5 Meeters and Greeters Hall
    - Designated Area 1 – Transition Deck (South/ North)
    - Designated Area 2 – Adjacent to the glass wall at Hall B between the binnacle and the directional signage
    - Designated Area 3 – Adjacent to the miniature garden at Hall A
  - b. Landside Areas
    - Car Park 1 – Adjacent to the open area of Limousine Lounge
    - HKIA Tower LG/F – near Visitor Drop-off and Pick-up Area

### **D. Coordinated Media Communication Plan & Information Distribution**

1. Implement a coordinated media communication plan :
  - a. Agree, at least in principle, with involved parties/ companies on implementation of a coordinated media communication plan.

- b. Major stakeholders should include the company involved in the dispute, its parent company if applicable, Police and other government departments as necessary.
    - c. Confirm that the AEC will be the primary conduit for information exchanges and updates.
    - d. Designate liaison persons and spokespersons from each party.
    - e. Start working together on various possible scenarios with corresponding key messages as well as stocking up on press kits and lists of potential Q&A's.
    - f. AA CAF should be driving the coordination process and reach out to the involved parties.
  2. Discuss and agree on work processes as well as liaison persons in order to prepare contents and implementation details. For example:
    - i. In-Terminal announcements
      - Pre-recorded announcements to be made during incident in English, Cantonese and Putonghua;
      - Electronic emergency notices will be broadcasted at baggage reclaim hall to inform arrival passengers of industrial action and other important information.
    - ii. In-flight announcements
      - In-flight announcement of incident to prior to landing to inform passengers of special arrangements, etc.
    - iii. Website management
      - Who will alert others of developing situation,
      - What messages should be uploaded,
      - When it should be uploaded,
      - What messages should be deleted and when to delete, etc.
    - iv. Media enquiries e.g. Emergency notices / information / press releases/ enquiry numbers to be communicated to media, etc.
3. Emergency Message Broadcast (EMB)

ADM should activate the EMB procedure based on the perceived impact of the incident. (The details of the procedures are in the TLPM covering In-Terminal announcements including PA, Display Management System (DMS) and multi-media walls of T1; announcements on HKIA Website and My HKG App; and announcements/ mobile displays at AEL in-town check-in.)

## **E. Crowd Management : Landside and Airside**

1. Consider impact of industrial action and necessity of activating either or both the Landside & Airside Crowd Management plans.

2. ADM to chair the crowd management coordination meetings supported by TOD Terminal Operation & Government Facilitation Section and LD Landside Services Section as they are the process owner.
3. Ensure meetings include all key players; AOC, GHA, Police, ImmD, C&E, AVSECO, SSBC, TOD, LD, Airfield, ABD etc.
4. Ensure coordination establishes the following :
  - a. Which parts of the crowd management plan to set up; Landside or Airside or both or only certain relevant parts?
  - b. Any specific areas to the industrial action not already covered in the plans and that will need sufficient mills barriers/tensor barriers, staffing, directional signage, etc.
  - c. When set up is to be completed
  - d. When will the set-up be staffed and by whom.
  - e. Estimated duration of staffing so manpower utilization plans can be formulated.
5. Ascertain if AA PCT teams are to be deployed; if yes, ensure :
  - a. PCT team leaders are briefed on the overall situation.
  - b. PCT Leaders to contact CAF members upon PCT activation so that CAF can include them in the information distribution, to keep abreast of developing situation and able to brief their team members of the latest updates.
  - c. Activation date and time are disseminated to all teams.
  - d. Supplies of bottled water, snacks (if necessary) & blankets are available and not time-expired.
6. Ascertain if other care teams are to be deployed e.g. from airlines, Civil Aid Service, Auxiliary Medical Service, St John, Red Cross, etc.
  - a. If there is a multi-agency response, establish :
    - i. Roles and responsibilities of each organization.
    - ii. Areas of operations
    - iii. Communication channels
    - iv. Chain of command
    - v. Coordination and liaison
  - b. Establish if there is to be costs involved and if yes, discuss and agree upon cost structures and payment methods.

## **F. Security**

1. Establish coordination meetings with Police and AVSECO to plan for any additional measures required in addition to normal operations e.g. :
  - a. Step up airside vehicle patrols to ensure ramp safety and security is not compromised;
  - b. Increase its landside patrols to monitor the approaches to the Airport Restricted Area Gate Houses;



- c. Reinforce manpower at the Departures and Transfer Screening Points as necessary;
  - d. Re-deploy (upon request of AA through AEC) additional manpower to assist passengers at T1 (e.g. at the Baggage Reclaim Hall)
  - e. Reinforce manpower at the Level 2 Baggage Hall (by means of shift extension) in order to handle anticipated large numbers of short shipped bags.
- 2. Review Police coverage on the Airport Island platform and their protocol in intervention of any potential breach of the peace.
  - 3. Discuss and ascertain any additional resources police may be deploying onto the Airport Island platform e.g. a platoon from NTS Emergency Unit to reinforce the airport police deployment.
  - 4. Establish if any external guarding companies are to be employed, especially by the company involved in the dispute and ensure their command and operational leaders are made known to AEC / Police / AVSECO.

## **G. Contingency Arrangements – Business Continuity**

In the event of industrial action, airlines and their ground support agencies should consider cross-handling flights among themselves.

The following are major functions that may need pre-planning and coordination; they are not exclusive to other airport functions and are intended to provide a framework by which future disruption BCP's can be worked out jointly by relevant stakeholders.

- 1. Airlines / GHA's Preparations – Discuss and agree upon any additional manpower deployment and / or specific work processes aimed at mitigating anticipated passenger, baggage, cargo or aircraft congestions e.g. :
  - a. Deploy additional and sufficient airline and GHA staff at Baggage reclaim area to assist passengers.
  - b. Make in-flight announcements concerning the industrial action before aircraft lands at HKIA to ensure passengers are given latest developing information as well as to start managing their expectations with possible service disruptions / delays.
  - c. Airlines to activate its own office support team to assist passengers at baggage reclaim area, departing gates, arrival gates, transfer desks, check-in counters and any other areas where passengers may need the airline's assistance.
  - d. Additional manpower from GHA, other airlines, RHO's, CTO's, AA and / or external parties to assist in anticipated congestion areas.
  - e. Airlines or handling agents should provide regular updates to IAC on manpower availability and deployment, as well as the impact on service level and mitigation measures. Mitigation procedures include

- the transfer of passengers to other carriers and/or protecting passengers on flights of later date.
- f. Affected airlines and its handling agents are required to send representatives to IAC/AEC and work closely with Airfield on the updated flight schedule and confirm which flights will depart and arrive on real time basis.
2. Ramp Operations – Discuss and agree upon any additional manpower deployment and / or specific work processes aimed at mitigating aircraft handling issues that may impact upon passenger, baggage, cargo or aircraft congestions e.g. :
- a. Prior coordination arrangement made amongst RHOs for possible cross and / or pool handling.
  - b. Discuss and agree upon special communication processes that may be used during the disruption.
  - c. If necessary, distribution of personal mobile phones and / or TMR.
  - d. Review and agree upon addition ramp manpower deployment with special attention to multiple capabilities e.g. airbridge operations by RHO's, aircraft door opening by qualified ramp and catering staff, refueling operations, cabin cleaning operations, etc.
  - e. Review needs for additional cargo staging areas at cargo apron.
  - f. ACC should only assign frontal stands for confirmed turnaround flights. For arrivals without confirmed ETDs for the outbound section, remote stands should be assigned as far as there are adequate suitable remote stands.
3. Baggage Operations – baggage handling
- a. Prior consent obtained from MTRC to arrange the staging areas located at the ITCL destuffing area, level 2 of T1 for handling overflow bags.
  - b. Review and agree upon the priority of baggage handling with airlines, GHA and RHO, for instance:
    - i. 1<sup>st</sup> priority : Arrival flights
    - ii. 2<sup>nd</sup> priority : Departure flights
    - iii. 3<sup>rd</sup> priority : Transfer flights
  - c. Review and if necessary, arrange additional manpower from contractors.
  - d. Prior arrangement with RHO to conduct baggage handling briefing to the ad hoc recruited manpower
  - e. Discuss, agree and circulate amongst relevant stakeholders the manpower deployment plan showing where and how many additional staff to be deployed. For instance, the manpower is deployed to Problem and Late Bag Area and North & South Problem Carousels

to handle bag overflow. To prevent dieback in Baggage Handling System, the manpower is deployed to offload bags from departure laterals and transfer the bags to assigned staging areas.

- f. If the strike prolongs while the in / out flow of the baggage process is unable to maintain and the baggage is accumulated inside the baggage hall, approval may be sought from senior management to suspend the process of check-in baggage infeeding to the system.
- g. Discuss and agree with relevant stakeholders to enable arrival/ departure passengers to reclaim the delayed bags in applicable ways, for instance:
  - i. Have airline / GHA consider renting function rooms at airport hotels for passengers waiting for their baggage.
  - ii. Have airline / GHA consider delivering baggage to waiting passengers instead of escorting passengers back into Baggage Reclaim Hall.
  - iii. Designate a baggage reclaim belt at Baggage Reclaim Hall for passenger to retrieve their checked baggage from last minute cancelled departures.
- h. In all situations, ensure coordination with C&E as they are amenable to expedite unaccompanied baggage process.
- i. Review, organize and deploy, if necessary, additional ABD staff from office and duty teams to maintain the capacity of the baggage handling system.

#### 4. AA Terminal Operations

- a. Review and decide upon additional manpower from various resources for handling different aspects of Terminal operations.
- b. Review Duty Team roster to ensure sufficient manning over the anticipated duration of the incident, especially if the incident is anticipated to be over an extended period of time.
- c. Review and decide upon deployment of Passenger Care Team
- d. TOD/LD Support Team – ensure following points are covered :
  - i. Who, when, where to conduct initial briefings for support teams as well as designate responsible person for subsequent regular briefing schedule to ensure they are kept abreast of developments.
  - ii. Total staff deployment numbers and shift patterns.
  - iii. Staff deployment positions e.g. at L6 airside / landside, L5 transfer area and M & G hall to assist duty team and passengers.
- e. Airport Ambassador (AAP) – ensure following points are covered :

- i. Who and when to conduct initial briefings as well as designate responsible person for subsequent regular briefing schedule to ensure they are kept abreast of developments.
- f. Extra staff deployment
- g. Review and agree upon baggage assistance service at baggage reclaim areas
- h. Review and agree upon baggage trolley recirculation
- i. Review and agree upon additional staff deployment to manage passenger flow at APM locations, transfer points, at M&G halls exit points, at information desks, etc.
- j. Review and agree if any check-in counters reallocation have to be arranged for a better crowd control in the vicinity of sit in/procession area.
- k. When FIDS contingency display procedure is activated, flights that are not confirmed by airlines or handling agents should be moved to DMS.

**END OF BCP – A7**