

7th CAPSCA Asia Pacific Meeting

Business Continuity Management Systems: Implementation Guidelines for Airports

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Changi Airports Group - on behalf of ACI



Contents

- The Role of ACI
- Pandemics Preparedness Guidelines
- Business Continuity Management System
- Summary



ACI's vision:

The voice of the world's airports

ACI's mission

To advance the collective interests of world's airports and promote professional excellence in airport management and operations.

Six priority areas

- Safety
- Security
- Customer Service
- Environment
- Economic Development
- Efficiency and Innovation

ACI's membership

- 591 members operating 1861 airports in 177 countries and territories:
96% of the world's passengers

Europe:
180 members, 46 countries,
435 airports

North America:
186 members, 3 countries,
298 airports**

Asia-Pacific:
95 members, 42 countries,
500 airports

Latin America-Caribbean:
58 members, 37 countries,
181 airports

Africa:
56 members, 47 countries,
250 airports

*Membership as of Jan 2014, as approved by annual assembly

** Regular members only

ACI's offices

- ACI World: Montreal, Canada
- 5 regional offices



ACI initiatives – visit www.aci.aero



Keeping you abreast of the latest analysis, trends and data in airport traffic



1. Airport Guidelines for Pandemic Preparedness

Guidelines for airport pandemic preparedness

- ✈ Aviation can potentially increase the rate of disease propagation
- ✈ Main Responsibility: Local/Regional/National Health Authorities
- ✈ Fast, efficient, communication and collaborative decision-making is crucial
- ✈ Results ⇨ greater predictability of the various stakeholders measures

www.aci.aero/Media/aci/file/ACI_Priorities/Health/2010/Airport_preparedness_guidelines_for_outbreaks_of_communicable.pdf



2. Business Continuity Management for Airports



Introduction to Business Continuity Management System

The need of a generic BCMS framework

- ✈ It is not possible to foresee every conceivable type of airport emergency, not only pandemic outbreaks, but also:
- ✈ ... safety emergencies, hurricanes, vulcanos, snow storms, floods, earthquakes, tsunamis, nuclear crisis, security crisis, strikes, ...
- ⇒ Therefore, our planning should focus on the possible impact to the airport's processes, systems and staff, from different events, since these could have a similar impact on airport operations.
- ⇒ Accordingly, ACI recommends that an airport establishes one generic Business Continuity Management System to cover the range of operational threats that it faces.
- ⇒ Risk-based approach to manage disruptions.

Business Continuity Management System (BCMS)

Framework – Terminology

'Business Continuity Management System' (BCMS)

An integrated , multi-layered, business driven, process based approach to plan for and manage business disruptions and crises.

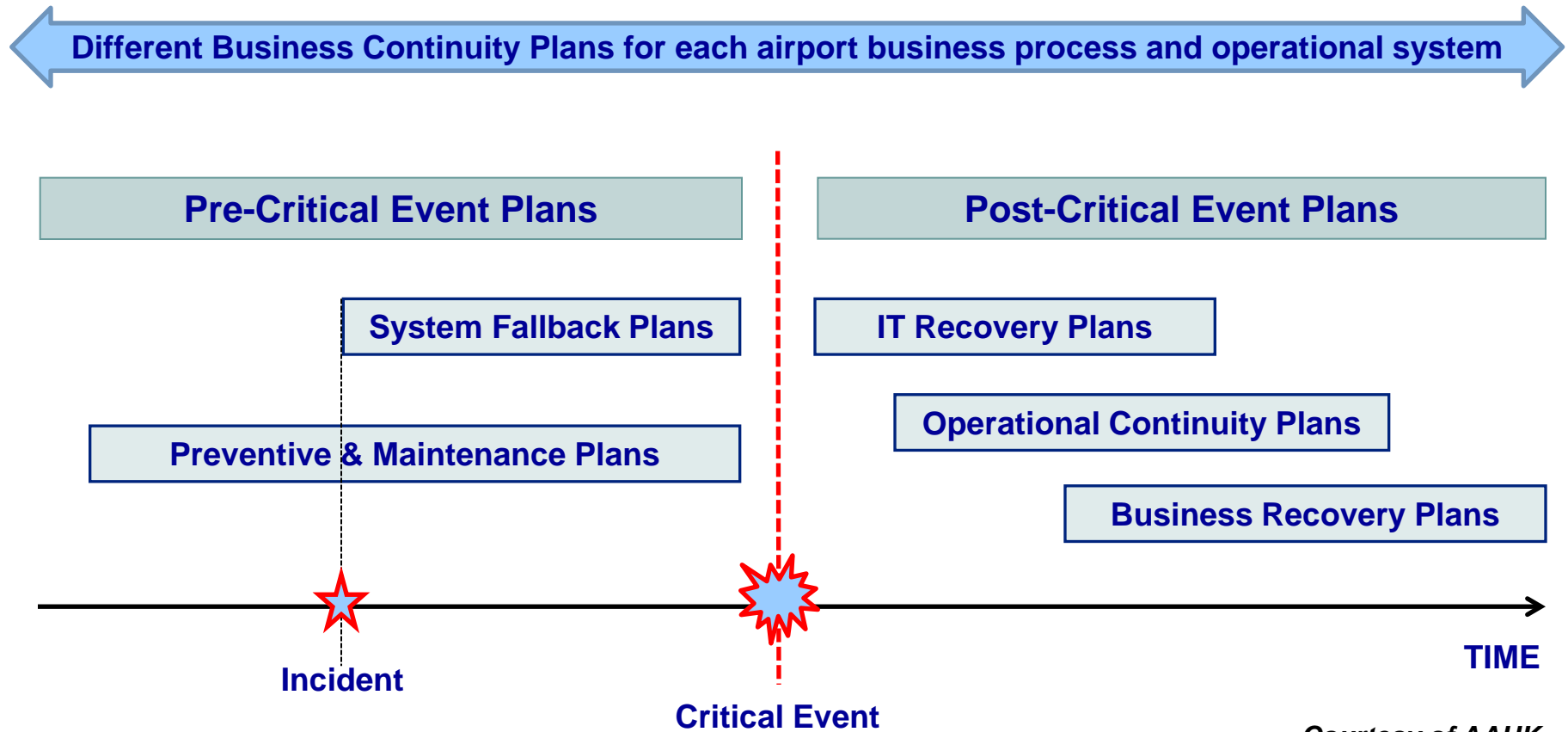
'Incident'

An event which causes an impact or has the potential to cause an impact or disruption to the normal operational flows at an airport.

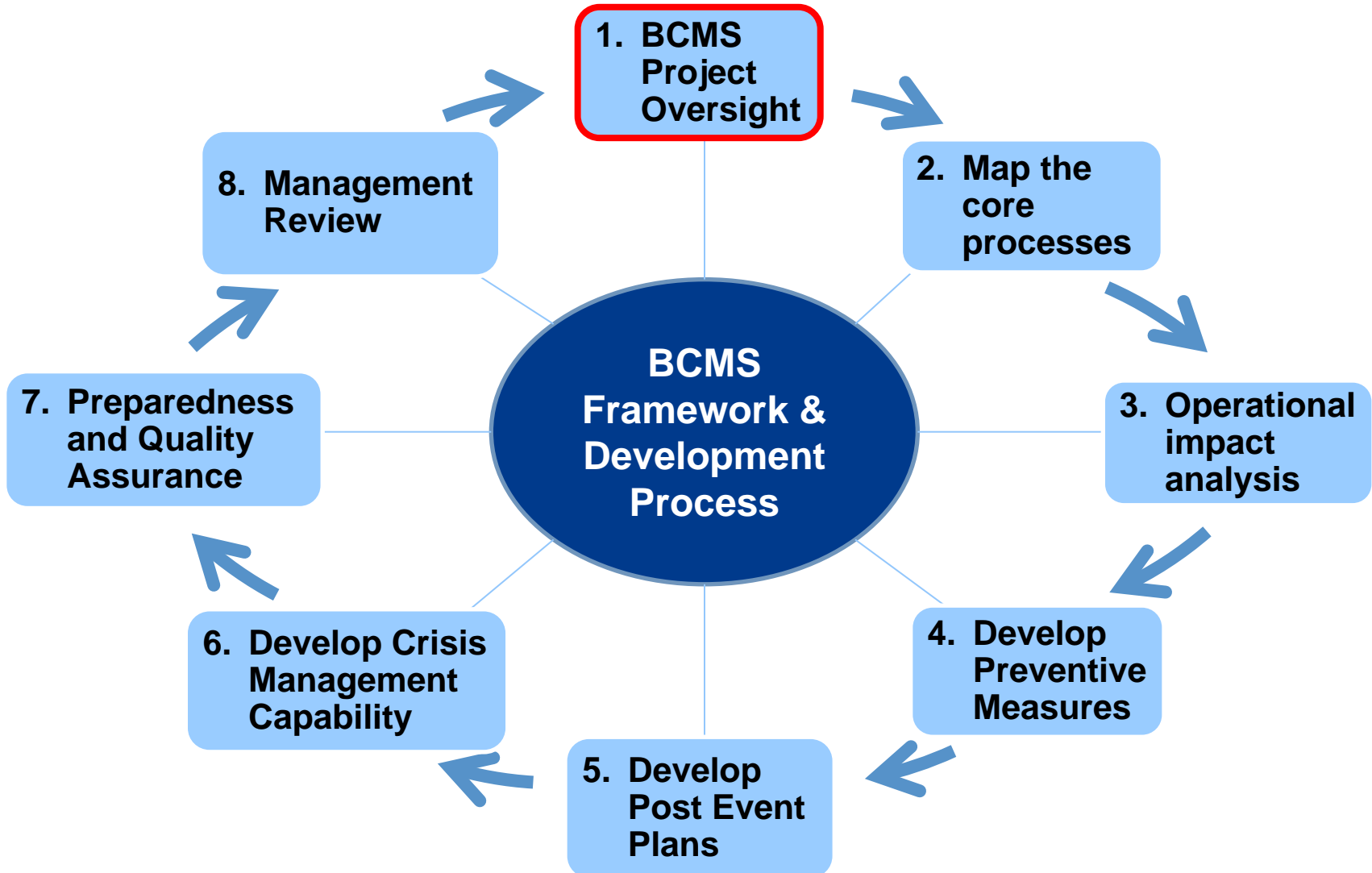
'Crisis' or 'Critical Event'

Any event requiring an immediate, proactive response in order to minimize its negative impact to the airport operator's operations, reputation and profitability.

BCMS Framework – Event timeline



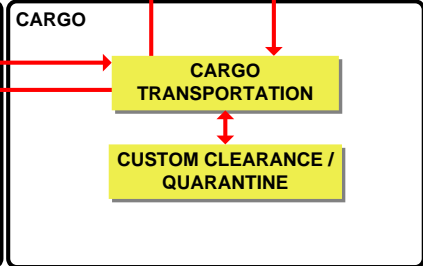
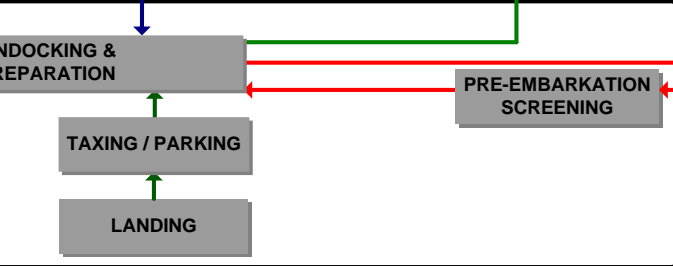
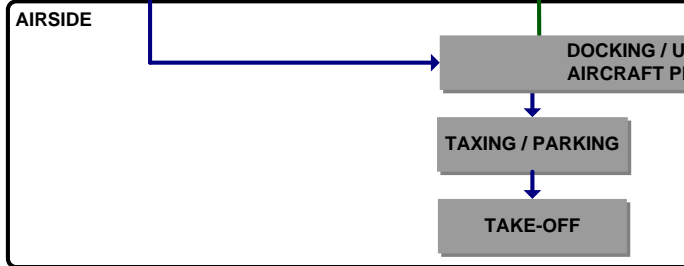
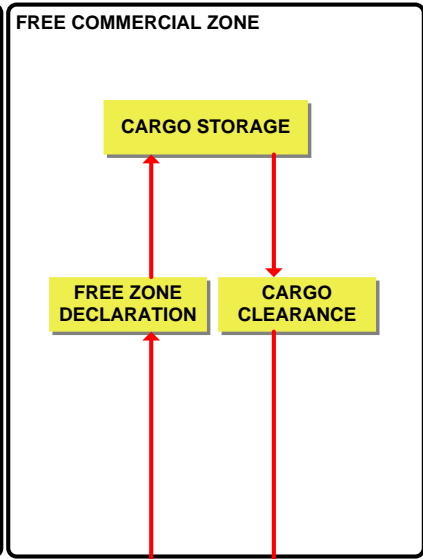
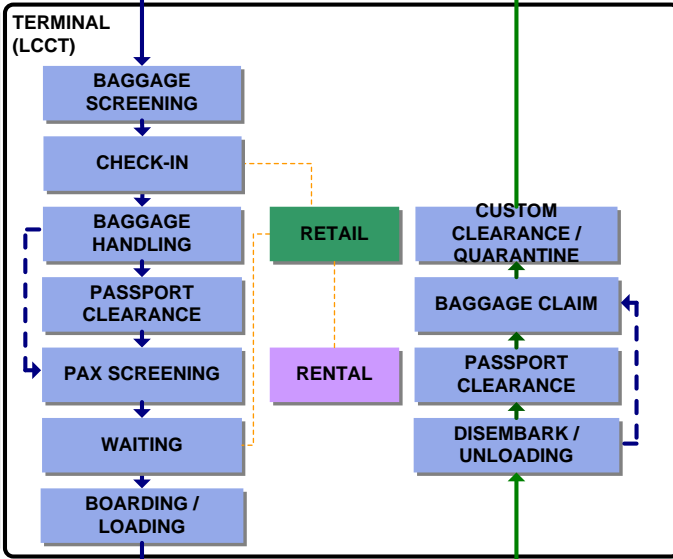
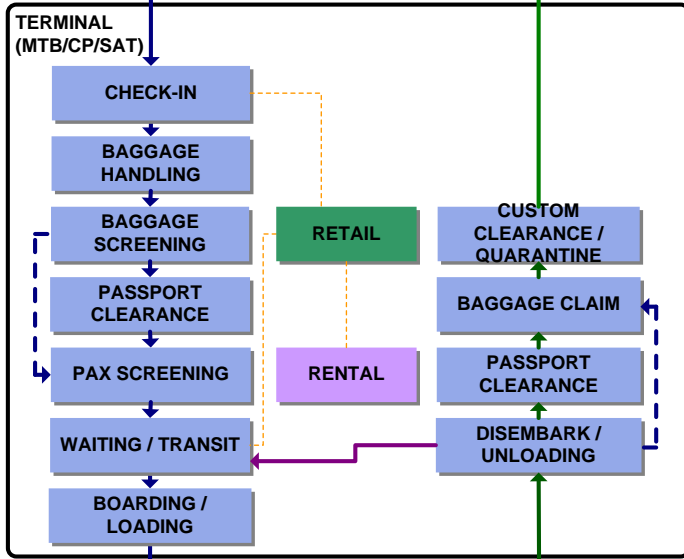
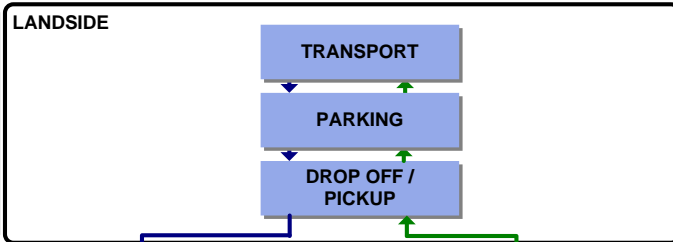
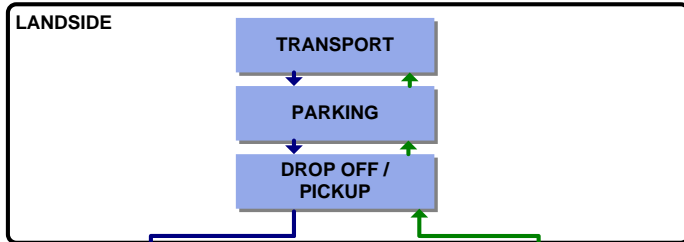
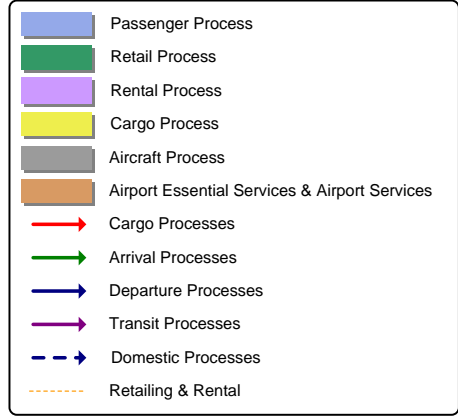
Courtesy of AAHK





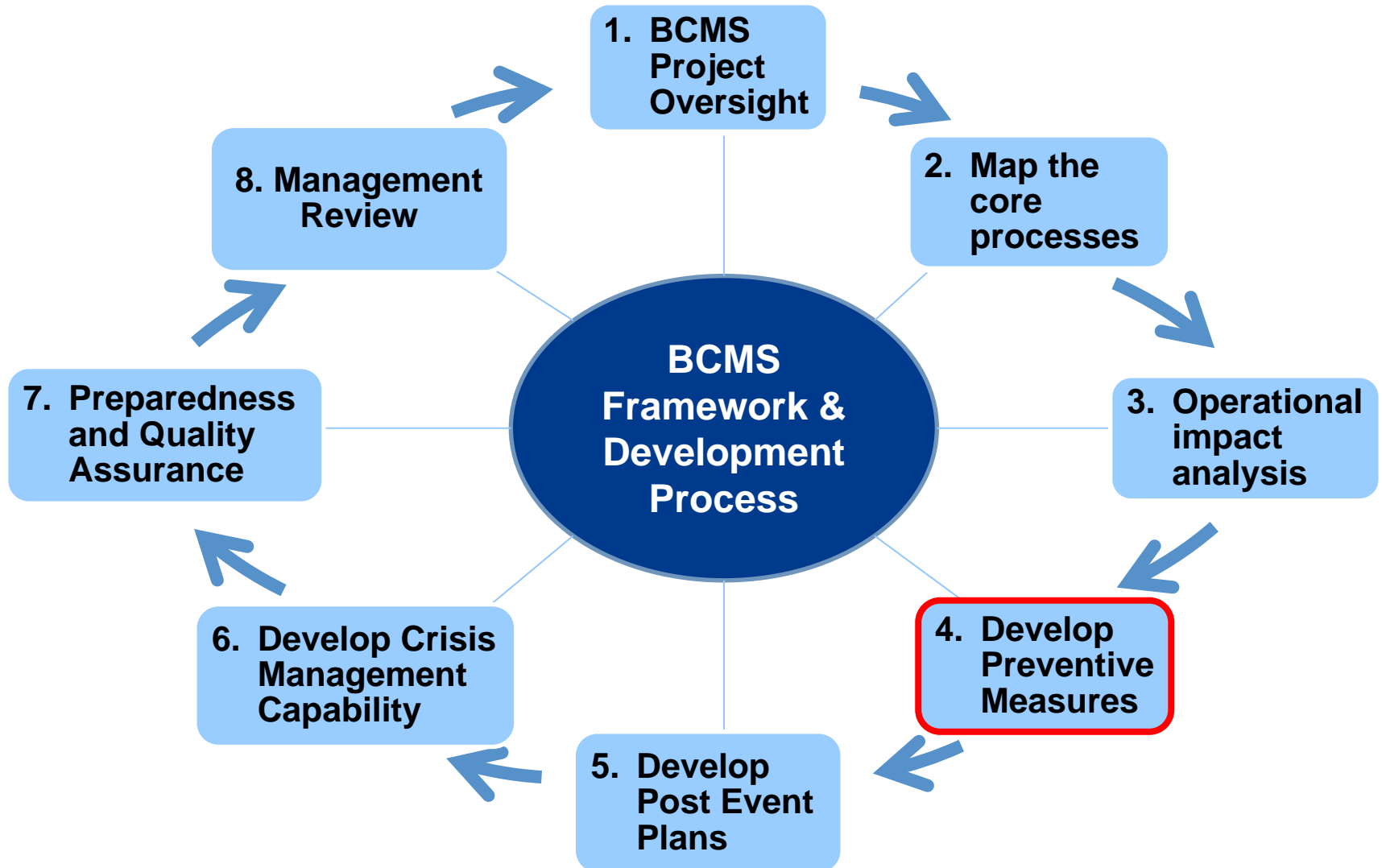
2. Map the core processes

Courtesy of Malaysia Airports




**3. Operational
impact
analysis**

Normal operations	=	100% of agreed Service Delivery Standards
Degraded (Impact) Level 1	=	XX% of agreed Service Delivery Standards
Degraded (Impact) Level 2	=	YY% of agreed Service Delivery Standards



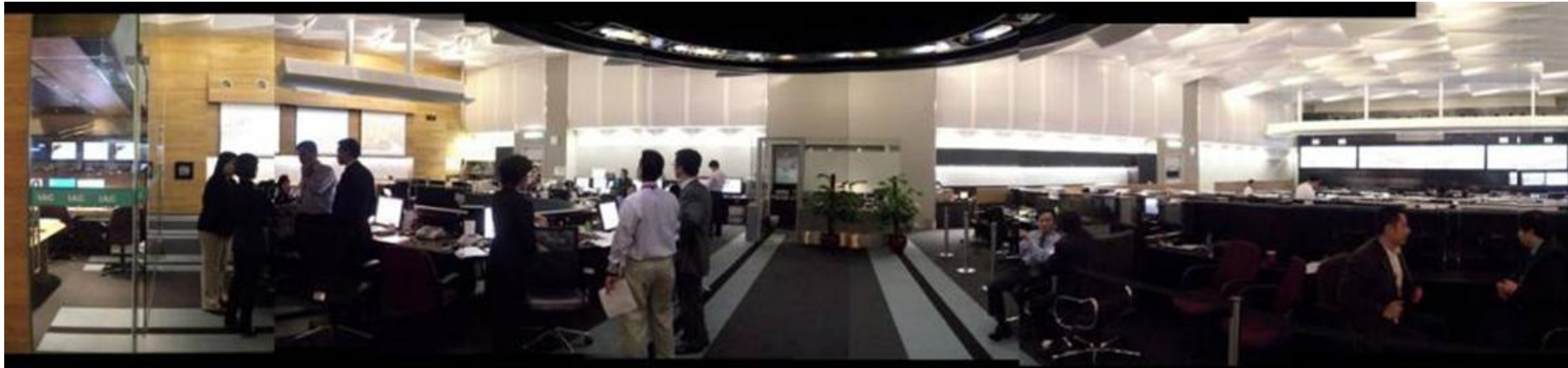
5. Develop Post Event Plans

Establishing the Recovery Time Objectives (RTO)

PASSENGER	Process Passengers (i.e. check-in, customs clearance, passport clearance, flight information services, information counters, passenger holding area, passenger loading & disembarkation facilities)	
	Process baggage (includes baggage reclaim area)	
AIRCRAFT	Ability for aircraft to land & take-off (at least 1 runway is available)	
RETAIL	Monitor and manage retailing activities at MA Niaga owned/ managed retail stores	
RENTAL	Manage FnB tenants at KLIA	
	Manage retail tenants at KLIA	
CARGO (FCZ)	Process Free Zone Declaration applications	

Courtesy of Malaysia Airports

**6. Develop Crisis
Management
Capability**



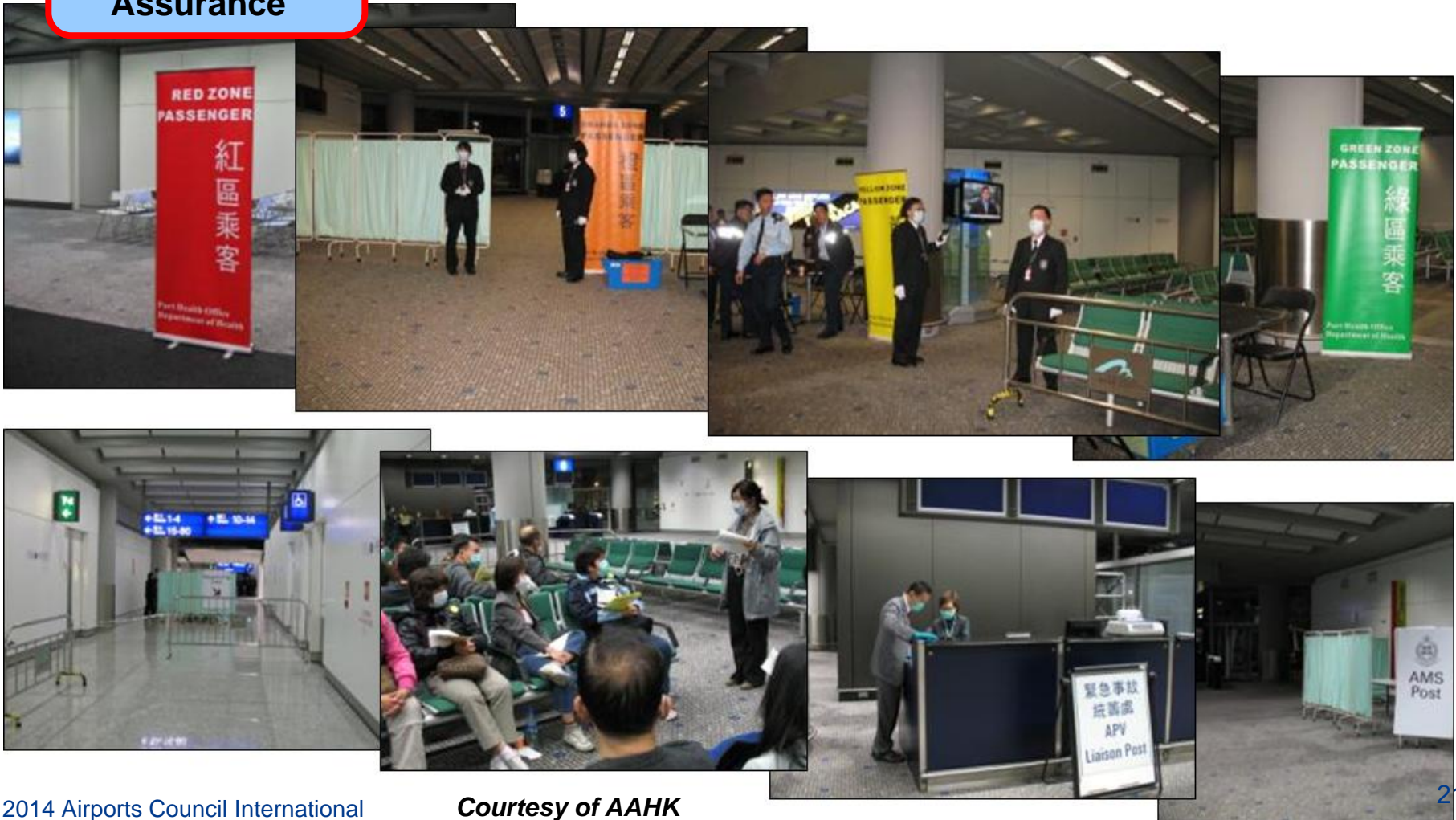
*Courtesy of
AAHK*

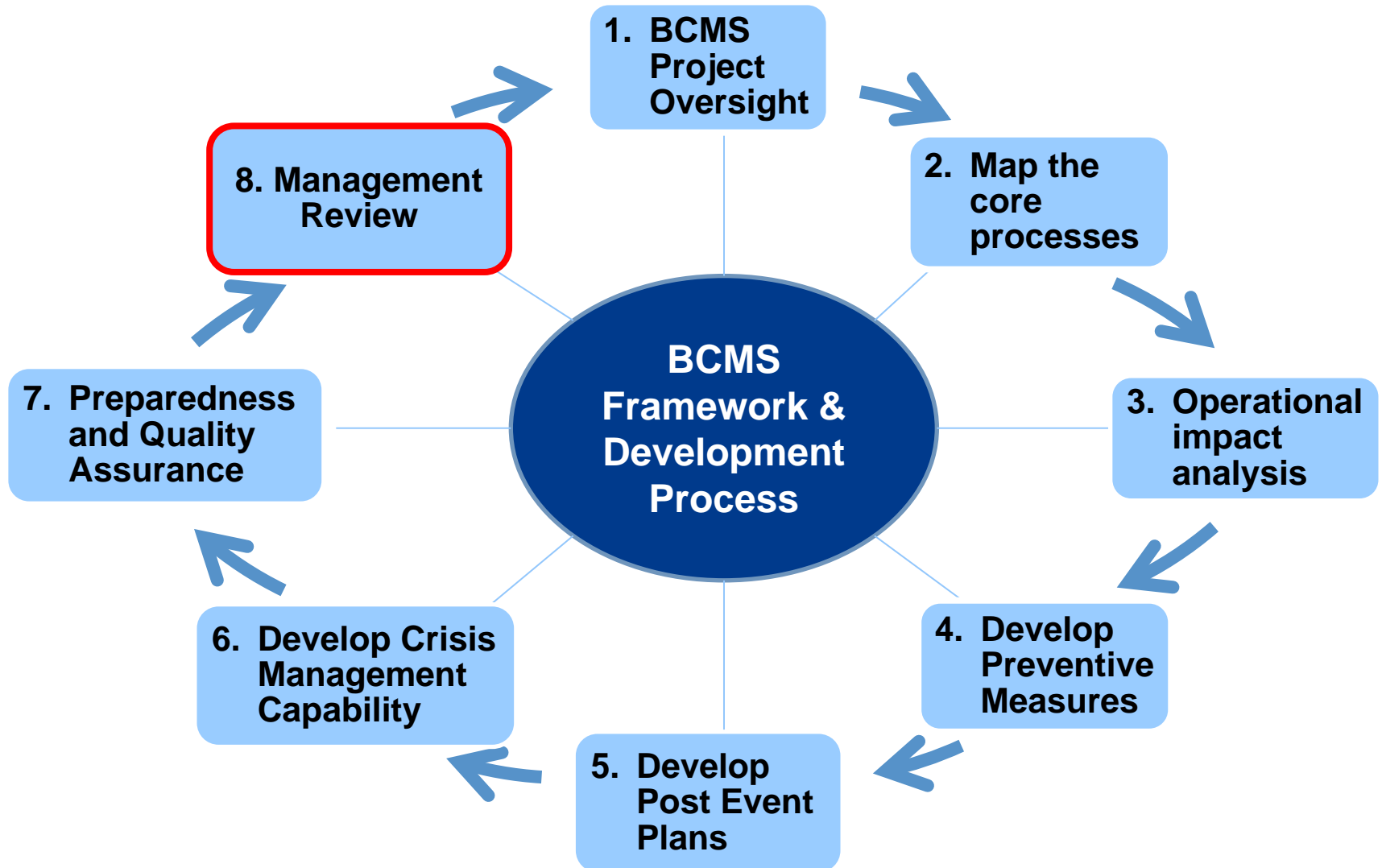


*Courtesy of
Fraport 20*

7. Preparedness /Quality Assurance

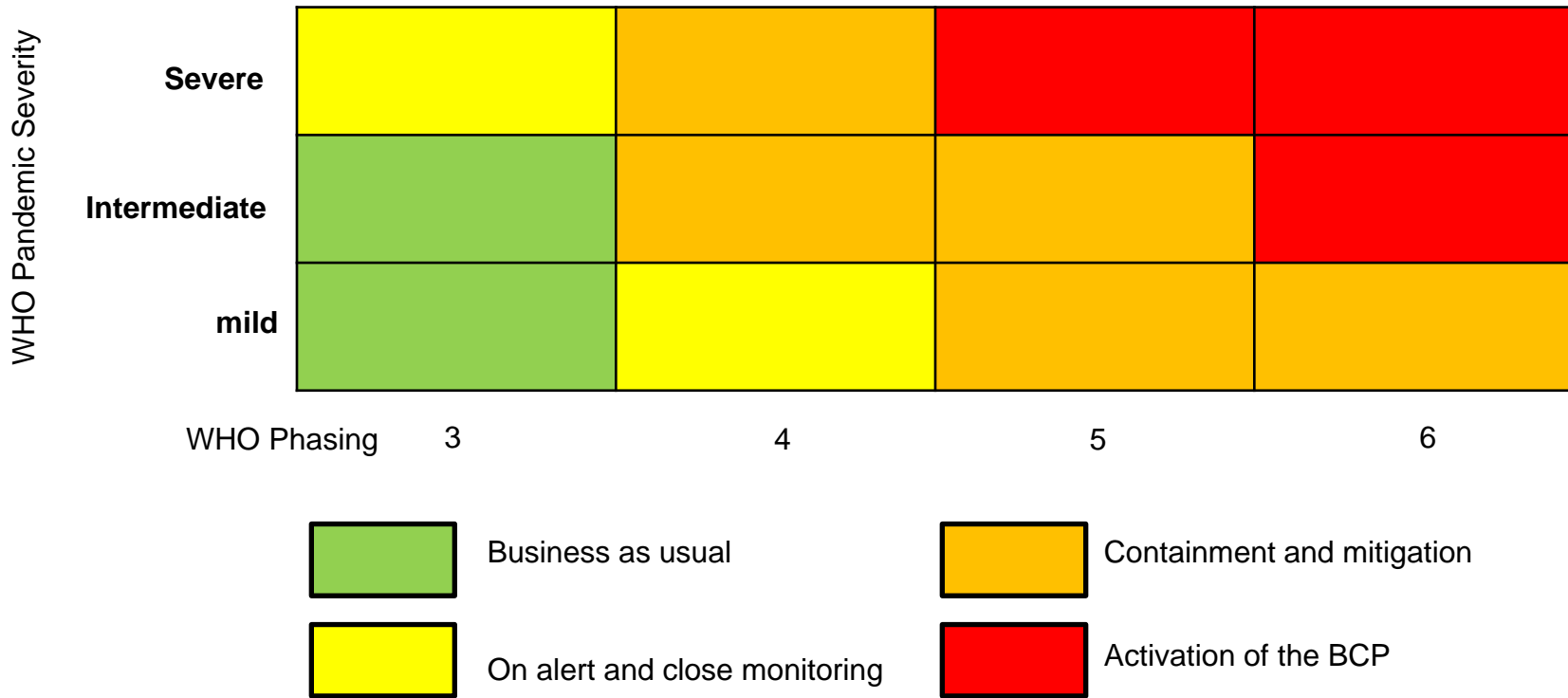
Testing preparedness through drills and exercises





BCMS – Best Practices for Infectious Disease Pandemics

Pandemic Risk Matrix



Courtesy of Malaysian Airlines

BCMS – Best Practices for Infectious Disease Pandemics

Planning Templates

Pandemic Business Continuity Management
Airport Operational Planning

F. Air Navigational Services

Critical Business Functions Resources Summary Chart
(Quantify with measurable criteria)

Critical Business Function (CBF)	Staff Needed	Premises Needed			IT / Telecommunications / Engineering Systems & Equipment Needed							Operating Procedures (Referenced in which source document?)	Others Involved (Internal, external, up & down-stream suppliers / service providers)	
		Area (m ²)	Work Stations	Others	IT Systems / Applications	Engineering Systems	PC	Printer	Fax	Phone / TMR	Others			
CBF 01 :														
Owned by Division / Department / Section :														
Agreed 100% Service Delivery Standards														
Degraded Level 1 (abc%) Service Delivery Standard (if applicable)														
Degraded Level 2 (def%) Service Delivery Standard (if applicable)														
CBF 02 :														
Owned by Division / Department / Section :														
Agreed 100% Service Delivery Standards														
Degraded Level 1 (abc%) Service Delivery														

(Document Owner) Original Issue

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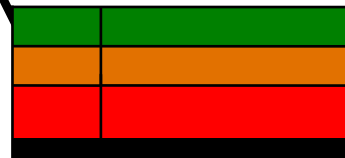
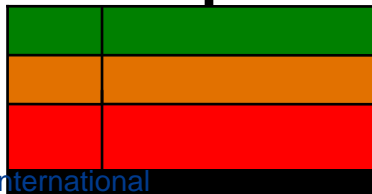
BCMS – Best Practices for Infectious Disease Pandemics

Operational Status Coding



13 – 10	Full capacity with sufficient reserve
10 - 9	Operation possible with limited reserve
8	Critical – Unable to maintain operation if one more staff is absent
< 8	Continuity impacted

Stock reserve for > 1 weeks	Full capacity with sufficient reserve
Stock reserve for 7 days	Full capacity with reduced reserve, re-stocking should be undertaken
Stock reserve for max. 3 days	Full capacity with limited reserve, re-stocking very urgent
No Stock	Full 24-h operations not possible, reduction of operation capacity

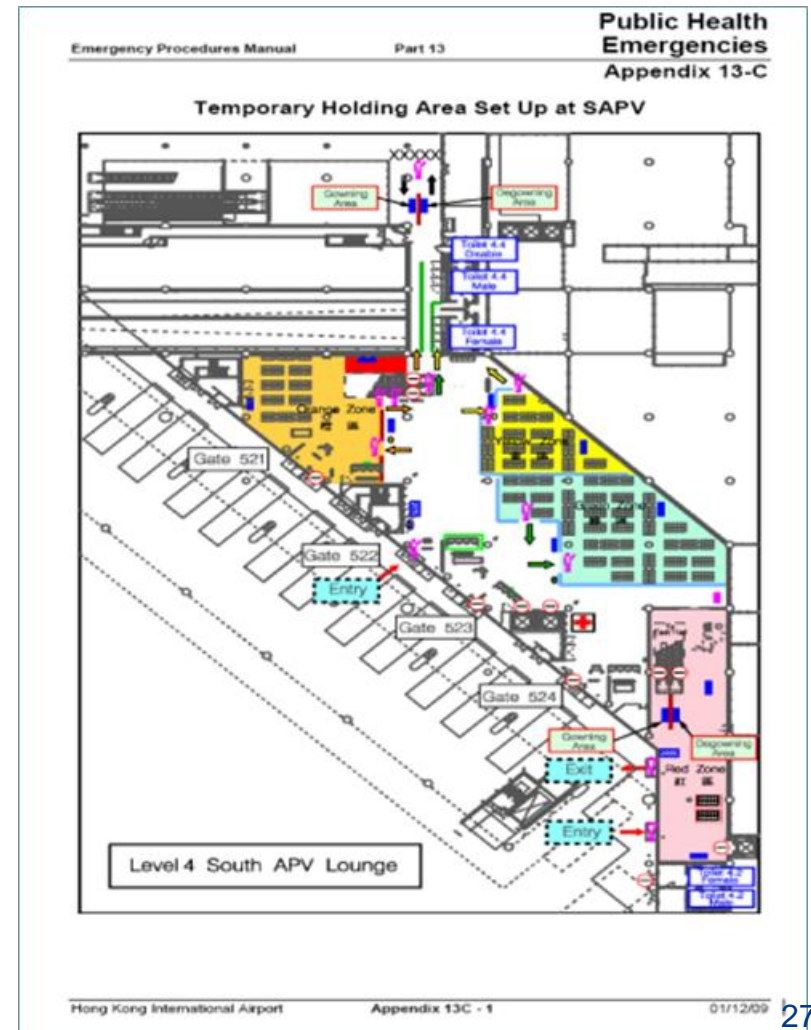


Courtesy of WHO

BCMS – Best Practices for Infectious Disease Pandemics

Use of existing infrastructure

- Passenger reception center that's used in an aircraft accident response
- Modified to be the temporary holding area in a possible aircraft quarantine situation



3. Summary

- ✈ Airport operators need to be ready for communicable disease outbreaks
- ✈ It is crucial to coordinate with the Health Authorities
- ✈ Communication with all stakeholders is critical
- ✈ Passengers need to be informed on the situation and procedures
- ✈ Consideration on screening should be taken according to WHO indications
- ✈ It is very important to execute tests involving all stakeholders
- ✈ An integrated, multi-layered, business driven, process based BCMS is very important to plan for and manage business disruptions and crises.
- ✈ Goal: keep the airport running safely for all passengers, users and staff
- ✈ Please download the Business Continuity Guidelines here:

<http://goo.gl/7XWfGu>



THANK YOU FOR YOUR ATTENTION!

ACI –The Voice of the World's Airports

www.aci.aero/About-ACI/Priorities/Health