6th CAPSCA Asia Pacific Meeting

Business Continuity Management Systems: Implementation Guidelines for Airports

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Deputy Director General

Manila | Philippines | 22 - 25 April 2013

Airports Council International - ACI World
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- The Role of ACI
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- Summary
ACI´s vision:

Lead, represent and serve the world´s airport community
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

- 574 members operating 1672 airports in 173 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 31 Dec 2011, as approved by annual assembly
** Regular members only

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ACI’s offices

- ACI World: Montreal, Canada
- 5 regional offices

ACI World: Montreal, Canada
ACI Europe: Brussels, Belgium
ACI North America: Washington DC, USA
ACI Asia-Pacific: Hong Kong
ACI Latin America-Caribbean: Quito, Ecuador
ACI Africa: Casablanca, Morocco

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ACI initiatives – visit www.aci.aero

- AELP: Airport Executive programmes and career succession planning
- AMPAP: Airport Top Leadership programmes aimed at high level management
- Global Safety Network, Economics, Security, Environment, Facilitation
- Global Safety Network Diploma and professional courses aimed at developing airport departmental leadership and specialty skills
- Airport Operations Diploma
- Operational and Regulatory courses
- Air entry level and supervisory training programmes, aimed at operational efficiencies
- Short regulatory courses aimed at airport operational staff

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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

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.
Different Business Continuity Plans for each airport business process and operational system

- Pre-Critical Event Plans
  - Preventive & Maintenance Plans
  - System Fallback Plans

- Post-Critical Event Plans
  - IT Recovery Plans
  - Operational Continuity Plans
  - Business Recovery Plans

Incident → Critical Event

Courtesy of AAHK
1. BCMS Project Oversight

2. Map the core processes

3. Operational impact analysis

4. Develop Preventive Measures

5. Develop Post Event Plans

6. Develop Crisis Management Capability

7. Preparedness and Quality Assurance

8. Management Review

BCMS Framework & Development Process
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
1. BCMS Project Oversight
2. Map the core processes
3. Operational impact analysis
4. Develop Preventive Measures
5. Develop Post Event Plans
6. Develop Crisis Management Capability
7. Preparedness and Quality Assurance
8. Management Review
### Establishing the Recovery Time Objectives (RTO)

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

© 2012 Airports Council International
6. Develop Crisis Management Capability

Courtesy of AAHK

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Testing preparedness through drills and exercises
1. BCMS Project Oversight
2. Map the core processes
3. Operational impact analysis
4. Develop Preventive Measures
5. Develop Post Event Plans
6. Develop Crisis Management Capability
7. Preparedness and Quality Assurance
8. Management Review

BCMS Framework & Development Process
BCMS – Best Practices for Infectious Disease Pandemics

Pandemic Risk Matrix

<table>
<thead>
<tr>
<th>WHO Phasing</th>
<th>WHO Pandemic Severity</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Severe</td>
</tr>
<tr>
<td></td>
<td>Intermediate</td>
</tr>
<tr>
<td></td>
<td>mild</td>
</tr>
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</table>

- Business as usual
- On alert and close monitoring
- Containment and mitigation
- Activation of the BCP

Courtesy of Malaysian Airlines
**BCMS – Best Practices for Infectious Disease Pandemics**

**Planning Templates**

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**Pandemic Business Continuity Management**

**Airport Operational Planning**

**F. Air Navigational Services**

<table>
<thead>
<tr>
<th>Critical Business Function (CBF)</th>
<th>Staff Needed</th>
<th>Premises Needed</th>
<th>Others</th>
<th>IT Systems &amp; Equipment</th>
<th>Engineering Systems</th>
<th>PC</th>
<th>Printer</th>
<th>Fax</th>
<th>Phone</th>
<th>Operating Procedures (if applicable)</th>
<th>Others Involved (Internal, external, other departments, suppliers/service providers)</th>
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</thead>
<tbody>
<tr>
<td>CBF 01</td>
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**Owned by Division / Department / Section:**

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**[Diagram Image]**

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## BCMS – Best Practices for Infectious Disease Pandemics

### Operational Checklists

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</table>

*Courtesy of Fraport*
### Operational Status Coding

<table>
<thead>
<tr>
<th>Stock reserve for &gt; 1 weeks</th>
<th>Full capacity with sufficient reserve</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stock reserve for 7 days</td>
<td>Full capacity with reduced reserve, re-stocking should be undertaken</td>
</tr>
<tr>
<td>Stock reserve for max. 3 days</td>
<td>Full capacity with limited reserve, re-stocking very urgent</td>
</tr>
<tr>
<td>No Stock</td>
<td>Full 24-h operations not possible, reduction of operation capacity</td>
</tr>
</tbody>
</table>

- **Human Resources**
  - 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

- **Supplies/Stocks**
  - Full capacity with sufficient reserve
  - Full capacity with reduced reserve, re-stocking should be undertaken
  - Full capacity with limited reserve, re-stocking very urgent
  - Full 24-h operations not possible, reduction of operation capacity

- **IT**

- **Etc.**

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*Courtesy of WHO*
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
- For more information, please check:

www.airports.org/aci/aci/file/ACI_Priorities/Health/Airport%20preparedness%20guidelines.pdf
THANK YOU FOR YOUR ATTENTION!

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