PUBLIC HEALTH EMERGENCY

BUSINESS CONTINUITY PLANNING

for

IATA

CAPSCA - Global Coordination Meeting of the RAMTs

15-16 October 2010
CONTENT OUTLINE:

- BACKGROUND
- GENERAL OVERVIEW
- BUSINESS CONTINUITY PLANNING FOR PUBLIC HEALTH EMERGENCY
- BCP INITIATION
- BCP CHECKLISTS
BACKGROUND

INTRODUCTION

- IATA recommends that all air carriers have business continuity plans to deal with public health emergencies.

PURPOSE

- How to prepare for a public health emergency
- Provide checklists of actions

SCOPE & APPLICATION

- This sample template is generic so that it could be used in different types of public health emergencies
CONTENT OUTLINE:

- BACKGROUND
- GENERAL OVERVIEW
  - BUSINESS CONTINUITY PLANNING FOR PUBLIC HEALTH EMERGENCY
  - BCP INITIATION
  - BCP CHECKLISTS
GENERAL OVERVIEW

BUSINESS CONTINUITY MANAGEMENT FRAMEWORK

- Defines alternatives for continuing critical services.
- Defines organisational priorities and timeframes.
- Reduce adverse impact during crisis.

ESTABLISHMENT OF A BCM STEERING COMMITTEE

- Air carriers are encouraged to establish one. It provides oversight function to ensure that BCM programme is implemented and that executive decisions on recovery strategies are made.
- Led by a senior ranking officer of the airline and should consist of other senior managers representing key operational departments.
GENERAL OVERVIEW

ORGANISATION-WIDE ACCOUNTABILITIES

- The overall responsibility remains with the Senior Management of the air carrier. Detailed accountability in relation to BCM should be aligned with the air carrier’s management / oversight structure, led by a senior management officer and other heads of critical business functions.

- The BCM oversight should then be easily followed through to institutionalise the Incident Management Response.

Note: Members of the response teams should identify primary and secondary alternates for contingency purposes.
**GENERAL OVERVIEW**

**HIGH LEVEL PROCESS**

- **Recommended best practices by DRI International**
  - **Public Health Emergencies** bring about severe financial impact to the organisation, and more long term effects on reputation *i.e. people restrict or are restricted from travelling*

- **Recovery strategy and Business Continuity Plans** of the air carrier focus on containment and saving human lives.
CONTENT OUTLINE:

- BACKGROUND
- GENERAL OVERVIEW
- BUSINESS CONTINUITY PLANNING FOR PUBLIC HEALTH EMERGENCY
- BCP INITIATION
- BCP CHECKLISTS
BCP for Public Health Emergency

RISK ASSESSMENT
- To identify potential causes of such emergencies / disease outbreak that occurs worldwide.
- To identify potential impact to the company i.e. from a financial, reputational and operational perspective.
- Conducted annually or more frequently if there are significant changes to both internal and external environments.

BUSINESS IMPACT ANALYSIS (BIA)
- The foundation from which the whole process is built upon.
- Identifies and qualifies the business impact of a loss, interruption or disruption of business processes on air carriers and provides the data from which appropriate continuity strategies can be determined.
BCP for Public Health Emergency

**RECOVERY STRATEGY**

- Identifies resource requirements in terms of people, technology, equipment, facilities to enable a planned recovery of critical processes within an acceptable timeframe and level required to satisfy the air carrier’s minimum obligations.
- Consult/ engage with external stakeholders

**BUSINESS CONTINUITY PLAN**

- A comprehensive documented plan that outlines the procedures, processes and systems necessary to recover and resume critical business processes in the event of a crisis.
- Important elements include Scope & Application, Notification and escalation, Critical processes and recovery strategies.
BCP for Public Health Emergency

TRAINING & TESTING

• BCM awareness / training should be conducted on an annual basis.
• Testing of BCP should be conducted on an annual basis to verify the information provided. Where possible, plans are rehearsed to emulate close-to-actual scenarios.
• Based on the test results, the BCPs are reviewed and amended accordingly where necessary.
CONTENT OUTLINE:

- BACKGROUND
- GENERAL OVERVIEW
- BUSINESS CONTINUITY PLANNING FOR PUBLIC HEALTH EMERGENCY
- BCP INITIATION
- BCP CHECKLISTS
BCP INITIATION

NOTIFICATION

- The Medical and Human Resources function should be responsible for recognising and alerting the senior management of an impending public health emergency, with notification of the BCM Steering Committee.

ACTIVATION

- Activation is based on several criteria:
  - WHO/CDC assessment of the public health emergency;
  - National public health authority assessment;
  - Community Impact and responses
  - Internal company assessment (including staff absenteeism)
CONTENT OUTLINE:

- BACKGROUND
- GENERAL OVERVIEW
- BUSINESS CONTINUITY PLANNING FOR PUBLIC HEALTH EMERGENCY
- BCP INITIATION
- BCP CHECKLISTS
BCP CHECKLISTS

OVERVIEW

- Recommended checklists that an air carrier could apply in developing BCP for public health emergencies. These checklists are generic and should be customised.
- Depending on the threat levels, some or all of the checklists could be implemented.

CHECKLISTS AVAILABLE FOR THE FOLLOWING FUNCTIONS:

- Incident Response Chairman
- Medical Representative
- Human Resource Representative
- Flight Operations Representative
- Inflight Representative
- Airports Representative
- Stations Representative
- Ops Control Representative
- Maintenance Representative
- Cargo Representative
- Corporate Communications Representative
- Security Representative
- Purchasing, IT & Facilities Representative
- Finance Representative
- Risk / Insurance Representative
- Legal Representative
BCP CHECKLISTS

CHECKLIST FOR INCIDENT RESPONSE CHAIRMAN

- Lead the Incident Response Team and make decisions and recommendations regarding the response.
- Overall responsibility for the incident response.
- Assembly of the Incident Response Team and adding members, if required.
- Report impact on revenue and operations to senior management and key stakeholders.
- Summarize key learning post-incident and conduct periodic reviews/update of plans.

<table>
<thead>
<tr>
<th>#</th>
<th>Task</th>
<th>Action</th>
</tr>
</thead>
</table>
| 1  | Convene a meeting with key internal departments | ☐ Consult with Medical Representative to determine severity of public health emergency.  
☐ Determine probable length of time of public health emergency.  
☐ Decide on necessity to convene the Incident Response Team.  
☐ Determine key players to participate on the Incident Response Team.  
☐ Determine if appropriate to open the Emergency Management Centre. |
# BCP CHECKLISTS

## CHECKLIST FOR INCIDENT RESPONSE CHAIRMAN

(Cont’d)

<table>
<thead>
<tr>
<th>#</th>
<th>Task</th>
<th>Action</th>
<th>Date Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Convene a meeting of the Incident Response Team, if required</td>
<td>□ Determine membership.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Compile an emergency and back-up contact list.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Set up communication channel for internal parties outside the Incident Response Team.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Set up communication channel for appropriate external parties. This may include health organizations, government organizations (tourism board/trade council…), embassies, news media, airline partners and airport authorities.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Notify airports involved.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Open public telephone enquiry centre, if necessary.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Set up local incident command, if necessary.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Activate call out system, if required.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Inform senior management of developments.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Consider additional action steps</td>
<td>□ Assign back up staff for all key positions and roster, if appropriate.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Investigate plans of other air carriers (especially alliance partners), governments or businesses.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Determine requirement for new staff policies.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>□ Determine requirement for new procedures.</td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Task</td>
<td>Action</td>
<td>Date Time</td>
</tr>
<tr>
<td>----</td>
<td>-----------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
</tbody>
</table>
| 4  | Identification of ‘critical’ employee groups  | □ Request heads of functions to determine which staff groups are considered ‘critical’ and therefore, may consider institution of separation of personnel by space and time (different locations and shifts)  
□ Determine which staff groups are considered ‘non-critical’ and may work remotely (provided they have connectivity) |           |
| 5  | Implement flight schedule reductions         | □ Develop a phased flight reduction schedule to affected areas, regionally or globally.  
□ Source aircraft parking areas.  
□ Set schedule for Maintenance/Engineering for parked aircraft. |           |
# BCP CHECKLISTS

## CHECKLIST FOR INCIDENT RESPONSE CHAIRMAN

<table>
<thead>
<tr>
<th>#</th>
<th>Task</th>
<th>Action</th>
<th>Date Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Implement cash conservation measures</td>
<td>- Develop a staged plan to conserve cash as situation worsens.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Suspend all non-essential purchases.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Suspend all non-essential projects.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Reduce inventories.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Work with suppliers to reduce costs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Suspend all non-core business activity.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Consider voluntary leave/redundancy programme.</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Develop recovery plan</td>
<td>- Develop communications program – internal and external (staff, families, passengers, vendors).</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Determine start date for resumption plan.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Determine flight schedule and return to normal operations. Consider crew training, passenger processing and aircraft availability.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Set advertising schedule.</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Deactivate</td>
<td>- Assess circumstances for deactivation criteria in consultation with medical representatives to determine scale back procedures</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Execute deactivation notification</td>
<td></td>
</tr>
</tbody>
</table>
THANK YOU