Corporate Crisis Management System for a modern railway

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Outline of Presentation

- Growth of MTR Corporation’s business portfolio
- From safety assurance to business resilience
- Doomsday scenario: Emergency → Crisis → Disaster
- Key aspects of a corporate crisis management system
- MTR’s corporate crisis management system
- Developing crisis management capability
- Conclusion
Growth of MTR Corporation’s business portfolio

- First metro line of 15 km opened in 1979
- Addition of more metro lines, an airport railway, and a driverless Disney Resort Line
- Property development, investment and management
- Non-fare revenue leveraging on railway infrastructure
- Merger with KCR, hence also operate:
  - Intercity trains
  - Light rail
  - Buses
  - Freight train (ceased)
- Cable car system
- Airport people mover
- Overseas business: Mainland, Europe, Australia
- Five new lines in Hong Kong under design/construction
Focusing on safety assurance

- Safe design and construction
  - Design standards
  - Project management
  - System assurance

- Safe railway operation
  - Rules and procedures
  - From compliance driven to safety management system
  - Human factors and risk management system development

- Emergency management system
Progressing towards world class corporate governance

- Business ethics
- Enterprise risk management
- Stakeholders management
- Business continuity management
- Crisis management
- Sustainability and corporate responsibility
- Knowledge management
Crisis identification and management

- From emergency to crisis
- Preventing crisis turning into disaster
- Crisis management model
A Model of Crisis Management

Source: PAS 200 – Crisis Management, Guidance and Good Practice
Key components of MTR Crisis Management System

- Enterprise risk monitoring
- Crisis management committee
- Responsibilities and process
- Crisis management centre
- Information management system
- Crisis communication system
Enterprise Risk Identification

When

- New project or business venture is initiated, or any new and emerging issues are perceived to pose significant threats to the well being of the existing business

Who

- Relevant stakeholders
- Personnel with relevant experience and expertise
  - In-house
  - External if in-house knowledge is considered inadequate

How

- Risk identification and assessment workshop
- Small group reviews
- Individual interviews
- Protocol/ Checklist/ Gap analysis
- Structured brainstorming
Organisational arrangements

Crisis Management Committee

- Chaired by Chief Executive Officer
- Composed of mandatory and non-mandatory representatives
- Meeting room equipped with appropriate facilities and equipment
- Call-out procedure in place for setting up Crisis Management Committee
Take a railway operational crisis as an example:

Crisis Management Organisation

Organisational arrangements - cont’
Facilities & Equipment for Crisis Management Committee

- TVs
- CAM
- Touch Screen Panel
- Printers
- Audio Port
- RGB Sync Cable Port
- Touch Screen Panel Port
- LAN Port
- Socket Port
- Telephone Port

- Screen
  - TV
  - Fax machine with IDD
  - Cordless phone base-station
  - Telex printer

- Screen
  - ATR Monitor
  - OCC Direct Phone
  - ICR Direct Phone
  - City Line
  - PABX
  - LCD
  - Touch Screen Panel Port
  - LAN Port
  - Socket Port
  - Telephone Port
CEO’s Responsibilities

- Make decision on setting up CMC
- Summon appropriate directors and managers to attend CMC
- Sets directions and oversees the response, recovery and remedial strategies
- Defining lines to take and key messages
- Alert MTR Chairman, HKSAR’s Chief Executive, Chief Secretary for Administration / Secretary for Environment, Transport and Works and other appropriate Policy Secretaries
- Evaluating consequences
- Stand down CMC
Purpose of Crisis Management Exercise

- To provide an opportunity for top management to practice their skills in handling crisis
- To validate procedures and communication process
Crisis Management Exercise - cont'

1. Pre-exercise activities
2. Running the exercise
3. Post-exercise activities
Key success factors of crisis management

- Crisis management leadership and team work
- Issues management
- Continuous improvement in crisis management competence
- Building a crisis awareness culture
Thank you