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**

MTR

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
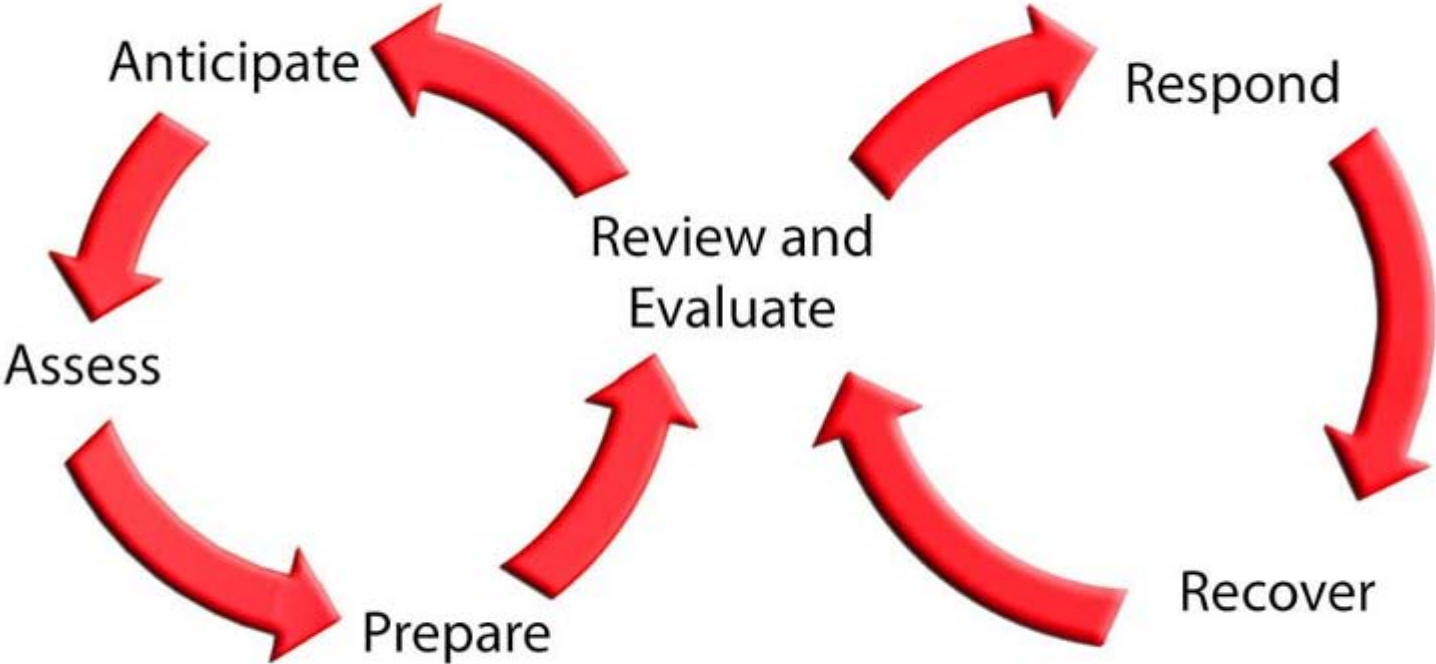
Source: PAS 200 – Crisis Management, Guidance and Good Practice

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
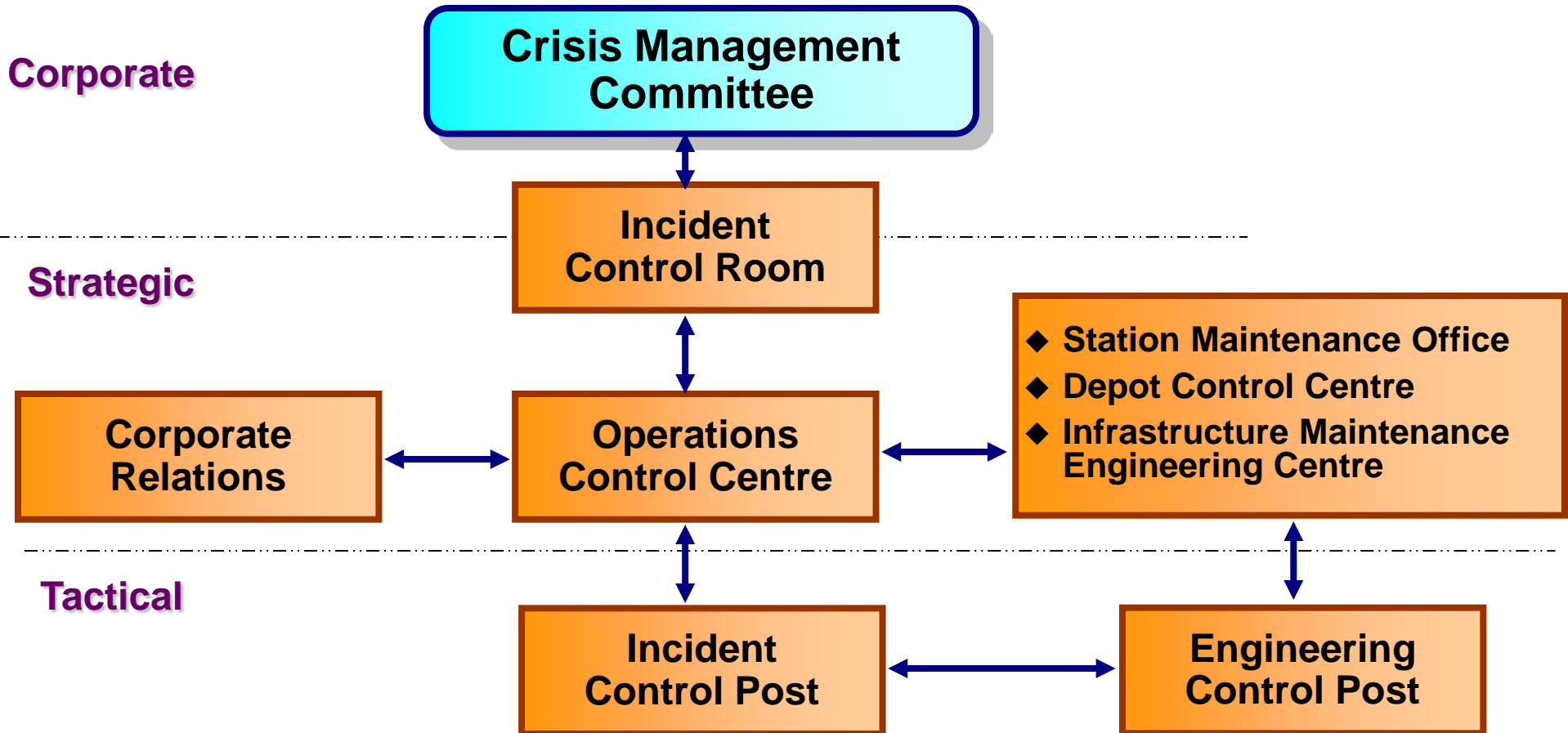
Crisis Management Committee

- Chaired by Chief Executive Officer

- Composed of mandatory and non-mandatory representatives

- Meeting room equipped with appropriate facilities and equipment

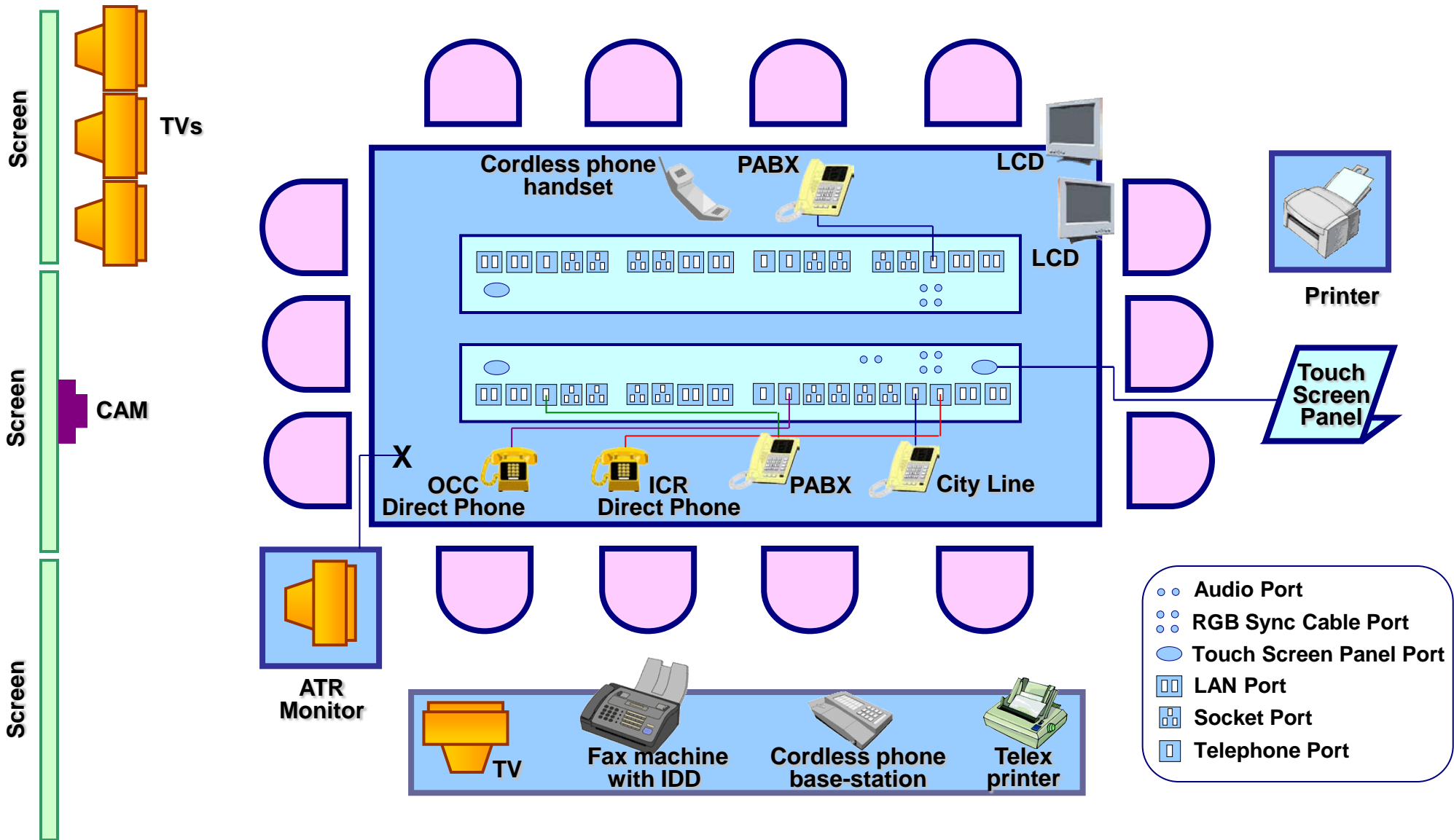- Call-out procedure in place for setting up Crisis Management Committee

Organisational arrangements -cont'

Crisis Management Organisation

Take a railway operational crisis as an example :

Corporate

Crisis Management Committee

Strategic

Incident Control Room

Corporate Relations

Operations Control Centre

- ◆ **Station Maintenance Office**
- ◆ **Depot Control Centre**
- ◆ **Infrastructure Maintenance Engineering Centre**

Tactical

Incident Control Post

Engineering Control Post

Facilities & Equipment for Crisis Management Committee

Screen — TVs

Screen — CAM

Screen — ATR Monitor

Cordless phone handset

PABX

LCD

LCD

Printer

Touch Screen Panel

X

OCC Direct Phone

ICR Direct Phone

PABX

City Line

TV

Fax machine with IDD

Cordless phone base-station

Telex printer

Legend:
- Audio Port
- RGB Sync Cable Port
- 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
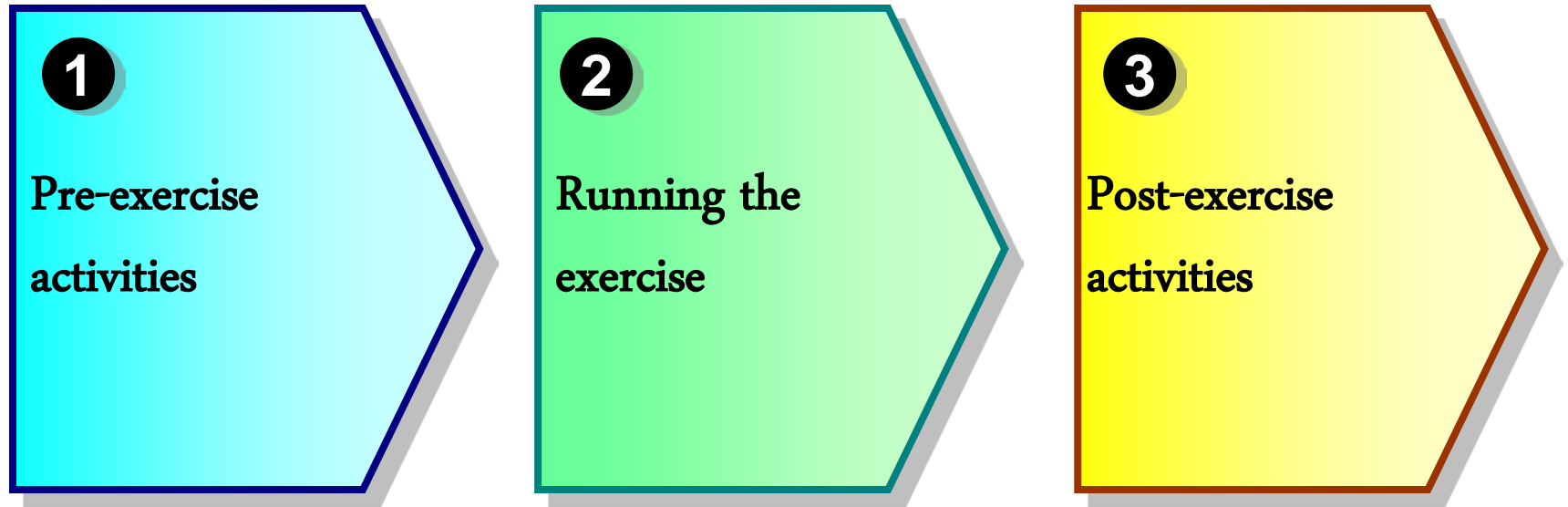
Key success factors of crisis management

- Crisis management leadership and team work

- Issues management

- Continuous improvement in crisis management competence

- Building a crisis awareness culture

Thank you